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China in Karachi

Tension heightens between India and Pakistan

Page 4

Investors seemed to be ignoring potentially good news from the southern state of Chiapas, where troops have been sent to counter rebel forces.

The federal government has accepted Bishop Samuel Ruiz of San Cristóbal de las Casas in Chiapas, as mediator, which was one of the rebels' conditions for the reopening of negotiations.

In the past few days there has been a lot of "decision and determination", Bishop Ruiz said. "It is our impression that there could soon be an accord to halt the current [troop] movements and to be able to begin to talk," he added.

investors' worries about the Mexican market, and the resulting demand for dollars.

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President Ernesto Zedillo had been conspicuously absent in recent days, and there were reports that he had cancelled a planned address to the country yesterday as the currency continued to weaken.

Presidential aides said he was considering addressing the nation but would wait until he could outline a specific programme to deal with the crisis. That plan, say finance ministry officials, is still being developed, and the economic team is waiting for the peso to stabilise.

"This rate is not reflective of anything

Lex.....Page 14

Peso's double whammy.....Page 15

Currencies.....Page 20

World stocks.....Page 28

The numbers game

The agony of making investment decisions

Page 16

FINANCIAL TIMES

Europe's Business Newspaper WEDNESDAY DECEMBER 28 1994 D8523A

ITT sells financial units for \$3.7bn to fund expansion

US conglomerate ITT is selling two of its financial services businesses for \$3.7bn to fund its expansion in the hotels, leisure and entertainment industries. ITT Commercial Finance is being bought by German banking group Deutsche Bank, and the consumer lending operation Island Finance by US banking group Norwest. ITT says it is near to completing the sale of another part of ITT Financial, including property services and small business finance, to an unnamed buyer for \$1.8bn. Page 15

US negotiator heads for Pyongyang A senior US state department official arrives in North Korea today to seek the release of the US army helicopter pilot downed over the North on December 17. Page 3

Taiwan bank to buy in California Chinatrust Commercial Bank, controlled by Taiwan's Koo family, plans to buy a California bank as a first step to establishing a US banking network targeting Asian communities. Page 15

Time Warner in joint Japanese TV venture US entertainment group Time Warner plans to form a joint venture with two Japanese companies and US regional telephone company US West to spend \$400m on building cable television systems in Japan. Page 17

Japan's recovery confirmed Japan's economic recovery was confirmed by statistics released by the government, although a fall in consumer prices reinforced predictions of a weak rebound. Page 4

UK business confidence slips The "feel bad" factor among consumers that has been souring the UK economic recovery may now be spreading to the business community, a survey shows. Page 14

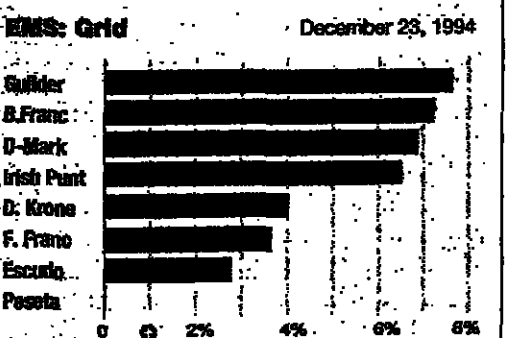
Zurich takes on Trygg's US loss-makers Swedish insurer Trygg-Hansa announced the virtual takeover of its loss-making US associate Home Holdings by Switzerland's Zurich Insurance group. The deal supersedes a refinancing agreement for Home struck only three weeks ago with a group of US investors. Page 15

Cadillac Fairview gets court protection Cadillac Fairview, Toronto-based property developer with debts of C\$3.3bn, has obtained court protection from its creditors while it tries to stitch together a financial restructuring. Page 17

Mercedes-Benz to return to profit Mercedes-Benz, the luxury car subsidiary of Germany's Daimler-Benz, will return to profit this year following losses of more than DM1.2bn (\$760m) in 1993, chairman Helmut Weiser said. Page 17

Companies provide \$331m for Lloyd's The extra \$331m (\$518m) in corporate capital Lloyd's of London has attracted for underwriting next year has come from almost 30 companies, the insurance market said. Page 16

European Monetary System The pre-Christmas trading week saw the D-Mark climb above the Irish punt in the EMS grid. The French franc fell below the Danish krone as political uncertainty undermined the currency. The gap between strongest and weakest currencies widened noticeably as political worries in France, Spain and Italy (outside the grid) encouraged a move into safe-haven currencies. Currencies, Page 20



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

Gazprom lists western investors Gazprom, the world's largest gas producer, and its merchant bank adviser, Kleinwort Benson, have set up a list of western industrial companies expected to take stakes in the Russian company's planned share offering in 1995. Page 15

Lord Archer hurt in car crash Best-selling author and former UK Conservative party deputy chairman Lord Archer was slightly injured when his car crashed on a motorway near London.

Too many cooks UK Ministry of Defence top brass were urged to tighten their belts after the disclosure that 114 officers are entitled to cooks' services which will cost £2.4m (\$3.7m) this year. Page 6

STOCK MARKET INDICES		STERLING	
Tokyo Nikkei	18,711.36 (-15.39)	New York Dow Jones	5,156
New York Dow Jones	3,264.72 (-31.29)	S&P Composite	462.87 (-2.84)
US LUNGEYTIME RATES		DOLLAR	
Federal Funds	5.4%	New York Treasury	1.575
3-mo Treasury Bill	5.64%	FF	5.442
Long Bond	5.81%	SF	1.398
Yield	7.759%	Y	100.425
GOLD		Tokyo close	¥100.41
New York Close	\$383.3	London markets closed	

Australia	Sch22	Germany	D450	Italy	L450	Canada	CD100
Belgium	BEF65	Hong Kong	HK\$100	Japan	Y100	France	FF100
Denmark	DKK10	India	INR100	South Africa	SA\$100	Spain	PTA100
Finland	FMk100	Israel	ILS100	Sweden	SKr100	Switzerland	CHF100
France	FF100	Italy	L450	Thailand	THB100	UK	£100
Germany	D450	Japan	Y100	Turkey	TL\$100	USA	\$100
Greece	GRD100	Philippines	PH\$100	West Germany	DM100		
Hong Kong	HK\$100	Poland	PLN100				
India	INR100	Portugal	PTA100				
Indonesia	IDR100	Romania	RON100				
Italy	L450	Saudi Arabia	SAR100				
Japan	Y100	Singapore	S\$100				
Korea	W\$100	Slovakia	SK\$100				
Malaysia	MYR100	Slovenia	SI\$100				
Mexico	MX\$100	Sri Lanka	L\$100				
Netherlands	FLG100	Taiwan	NT\$100				
New Zealand	NZ\$100	Tanzania	TSh100				
Norway	Nkr100	Turkey	TL\$100				
Poland	PLN100	USA	\$100				
Portugal	PTA100						
Romania	RON100						
Saudi Arabia	SAR100						
Singapore	S\$100						
Slovakia	SK\$100						
Slovenia	SI\$100						
Sri Lanka	L\$100						
Taiwan	NT\$100						
Tanzania	TSh100						
Turkey	TL\$100						
USA	\$100						
West Germany	DM100						

Peso hits record low as government fails to act

By Ted Barisacko in Mexico City

Mexico's financial troubles deepened yesterday as the peso fell to record lows and the government seemed unable or unwilling to halt the slide.

The peso's sharp fall heightened concerns about the overall health of the Mexican economy, especially inflation, economic growth and the burden of rising interest payments on foreign debt.

The government has yet to explain how it intends to tackle these problems. The lack of a clear policy has been widely blamed for increasing foreign

investors' worries about the Mexican market, and the resulting demand for dollars.

At midday, the peso was trading at 5.6 to the US dollar, 8.2 per cent lower than Monday's close. Since December 19, the peso has lost 38 per cent against the dollar.

President Ernesto Zedillo had been conspicuously absent in recent days, and there were reports that he had cancelled a planned address to the country yesterday as the currency continued to weaken.

Presidential aides said he was considering addressing the nation but would wait until he could outline a specific programme to deal with the crisis. That plan, say finance ministry officials, is still being developed, and the economic team is waiting for the peso to stabilise.

"This rate is not reflective of anything

but uncertainty," said Mr Petru Vaduva, an analyst at Bear Stearns in New York. "No one is looking at parity or purchasing power or anything. The government has not given any strong indications of where it is going and people just want to get out of the market."

The main indicator of the Mexican stock market was down 0.46 per cent at midday yesterday. Leading Mexican stocks in New York, where they are valued in dollars, were also under pressure. Telcel was down 6.78 per cent at 37%, ICA fell 14.84 per cent at 16%, and Televisa was off 9.58 per cent at 29%.

War to continue until rebels disarmed and leader ousted

Order will prevail in Chechnya, vows Yeltsin

By John Lloyd in Moscow

Russian President Boris Yeltsin promised a sceptical nation yesterday: "Order and peace will be restored in Chechnya." But he made clear that the two-week war would not be halted until all Chechen units were disarmed and the regime of General Dzhokhar Dudayev, the region's leader, replaced.

In a 30-minute televised address, he softened the government's message by calling a halt to the bombing raids on the Chechen capital, Grozny, and by offering negotiations between senior Russian officials and Chechen leaders.

Mr Yeltsin said some Chechen leaders understood that further resistance was "senseless". His promise of an end to the bombing was somewhat compromised by a later announcement by the defence ministry, which claimed that the use of laser-guided bombs would guarantee pinpoint accuracy and avoid civilian casualties.

The president's address, strongly and clearly delivered, was in large part directed at the more than 10,000 Russian soldiers now fighting determined resistance in Chechnya. The Russian army's leadership has been openly divided over the campaign.

"You have," Mr Yeltsin said, "a defined mission: to disarm the gangs of bandits and secure the



French prime minister Edouard Balladur, pictured after a cabinet meeting yesterday, has been praised by government and opposition politicians for his handling of the Algerian hijacking crisis. His decision to order the rescue operation is seen as strengthening his hand in presidential elections which are due in the spring. Picture AP

French sever transport links with Algeria

By John Riddling in Paris

Air and sea passenger links to Algeria were suspended yesterday after the French government moved to reduce the threat of terrorist attacks by Algerian Islamic militants.

The moves follow Monday's storming of a hijacked Air France airliner in Marseille in which four Islamic terrorists were killed. The terrorists, members of the Armed Islamic Group (GIA), a militant organisation opposed to the Algerian military-backed government, were protesting against French support for the regime.

The hijack was the most dramatic action taken against foreigners by Algerian Islamic militants. It fuelled fears that the violent conflict between the militants and the Algerian government could spill into France and other western countries.

Fears of further attacks were heightened by the news that three French Catholic priests and one Belgian priest had been killed in Algeria yesterday.

An official at the foreign ministry said it was unclear whether the attack was in response to the deaths of the hijackers, but that it demonstrated the threat to foreigners living in Algeria.

The killings took to 80 the number of foreigners killed in Algeria since the GIA, which has admitted responsibility for the hijacking, ordered all foreigners more than a year ago to leave or

face death. The conflict has intensified since the cancellation of general elections in 1992 which the Islamic Salvation Front was poised to win.

Yesterday's deaths marred a triumph for Mr Edouard Balladur, the French prime minister, who received praise from government and opposition politicians and from foreign governments for his handling of the hijacking crisis. His decision to order the rescue operation is seen as strengthening his hand in presidential elections due in the spring.

The tough action was backed by Mr Charles Pasqua, the hard-line interior minister and a potential prime ministerial candidate.

Mr Pasqua said there was evidence to suggest that the hijackers were preparing a suicide mission over Paris. He declined to give details, but passengers said that the hijackers had indicated they would crash into the French capital or explode the aircraft overhead.

Mr Alain Juppé, the French foreign minister, urged a democratic solution to the crisis in Algeria and denied that Paris was backing the Algerian government against its Islamic opponents. "We are not backing a regime or a government... The only side which we

Three top officials quit in Tokyo bureaucracy battle

By William Dawkins in Tokyo

Three top Japanese civil servants, including the top bureaucrat at the powerful Ministry of International Trade and Industry, were forced to resign yesterday.

The departures mark a significant victory for the government in its struggle against bureaucracy.

A cabinet meeting accepted the resignations of Mr Hiroyuki Kuroki, vice-minister at MITI and its most senior official; Mr Sozaburo Okamoto, the MITI vice-minister for international affairs who is in charge of trade talks with the US; and Mr Kinji Atarashi, chief secretary at the Science and Technology Agency.

They are the most senior casualties so far in the battle between politicians and bureaucrats and represent another blow to the declining influence of MITI, which claims credit for overseeing

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NEWS: INTERNATIONAL

Yeltsin tries to quieten the chorus of criticism

By John Lloyd in Moscow

President Boris Yeltsin's long-awaited address to the nation on the Chechnya crisis, confidently delivered yesterday afternoon, was a judicious mix of resolution to finish the job of disarming the "bandit groups" who support Chechen leader Dzhokhar Dudayev and protestations of respect for the peaceful people of Chechnya, for their religion (Islam) and the need to restore their economy.

At its core was the same offer made a week ago: talks with leaders "who understand that further military confrontation is senseless", and with only one item on the agenda - a ceasefire and the disarm-

ing of all illegal groups. However, the president dwelt at length on the reasons for the Russian military intervention.

These, he said, were the three-year state of lawlessness in the breakaway republic, the illegality of a regime not recognised by the former laws of Chechnya, by federal laws or by other states, and the criminalisation of a regime which, he claimed, gained most of its revenue from arms and drugs trading, and from the diversion to its own use of federal funds meant to pay pensions and other expenses.

In its care for Russian fears about a long and bloody war and for Chechen sensibilities, the speech reflects Mr Yeltsin's

need to attempt to placate, or at least reduce, the anxieties and hostilities of a number of senior military officers and several of his aides and advisers who have opposed his policies in Chechnya.

The most outspoken in the ranks of the military have been General Boris Gromov, a deputy defence minister, General Alexander Lebed, commander of the 14th Army in Trans Dniester, and - less explicitly but more powerfully - General Eduard Vorobyev, deputy commander of land forces who offered his resignation rather than lead the Chechen mission. On Monday, speaking to veterans of the Afghan war, General Gromov, the former Soviet army commander in Afghanistan,

likened the Chechen affair to the Afghan debacle. He called it a "twofold, badly thought-out move... which placed [the leaders'] political ambitions and the lives of the people on the same level... The main thing I do not understand is for what reason our young and not-so-young people have to die", he said.

General Gromov, together with two other deputy defence ministers - General Georgy Kondratyev and General Valery Mironov, the latter of whom was Gen Gromov's deputy in Afghanistan - may pay the price for their insubordination. Mr Sergei Yushenkov, the forthrightly anti-war chairman of the Duma defence committee, claimed on Monday that a decree

had been prepared sacking all of them. He said that the ostensible reason would be a reorganisation of the defence ministry: the real reason, however, was their refusal to take part in the "shameful Chechen war".

In a current affairs programme on Sunday night, Mr Emil Pain, a presidential adviser on ethnic problems, appealed to Mr Yeltsin to rethink his position and switch from military tactics to negotiation while there was still time.

Mr Pain, according to the programme, was speaking on the part of a wider group of advisers, including Mr Georgy Satarov, Mr Leonid Slutsky, Mr Mark Urnov and others. These men, of a liberal bent,

have voiced veiled or explicit criticisms of the action over the past week at the risk of their own positions. For the moment, like the generals, they have not been sacked and may have seen their opposition rewarded in the softer content of the president's speech.

However, the war will continue. If the Chechen rebellion is crushed, sackings and resignations appear inevitable. That, in turn, means that the remaining liberals around Mr Yeltsin will be joining the ranks of the opposition. More alarmingly, a number of generals, popular with their brother officers, will be relieved of duty but not necessarily of political ambition.

Scalfaro intent on taking his time

By Robert Graham in Rome

No quick solution to Italy's government crisis seemed likely yesterday as President Oscar Luigi Scalfaro resumed his consultations.

He spoke first to Mr Carlo Scognamiglio, senate speaker and a possible interim prime minister, and Ms Irene Pivetti, speaker of the chamber of deputies who has also become an important constitutional figure in the search for a new government.

President Scalfaro, who can dissolve parliament or invite someone to form a new administration, intends to proceed cautiously. He will spend at least the rest of the week in formal discussions with all the main political figures in an attempt to avoid early elections following last week's resignation of the Berlusconi government.

His determination was emphasised yesterday in a letter to union leaders praising their "civic sense" for declaring, in a pre-Christmas message, that early elections would harm the country.

This view has placed him in a potentially dangerous direct conflict with Mr Silvio Berlusconi, the outgoing premier, who is determined that elections be held by early April at the latest in order to gain maximum benefit from a sympathy vote.

The media magnate turned politician continues to enjoy solid support for a snap election from Mr Gianfranco Fini, leader of the neo-fascist MSI/National Alliance, principal partner in the rightwing coalition that governed Italy since May. However, the other main coalition partner, the populist Northern League, does not share this view.

All are agreed that a quick election would be against the movement's interests. This has weakened Mr Berlusconi's hand but has done nothing to help find an alternative solution.

One new element in this uncertain picture is the plight of two senior figures closely linked to Mr Alfredo Biondi, the outgoing justice minister and one of the coalition's most controversial members. Over Christmas it was revealed that Salerno magistrates had advised Mr Ugo Dinacci, chief inspector at the justice ministry, that he was under investigation for alleged links with the Camorra, the Naples Mafia, for allegedly helping "fix" trials. Mr Dinacci has been in the forefront of the government's campaign to bring anti-corruption magistrates to heel.

At the same time Mr Vincenzo Vitalone, deputy head of Mr Biondi's office at the justice ministry, has come under investigation by Palermo magistrates for alleged abuse of office - which he denies - relating to a series of favours provided to Sicilian businessmen and politicians suspected of being close to the Mafia.

PM's standing enhanced but France faces growing threat from Algerian war Hijack drama gives Balladur poll boost

By John Riddling in Paris

Mr Edouard Balladur yesterday resumed his holiday in the Alps to weigh the bitter-sweet implications of France's Christmas hijack drama. His own standing as prime minister and presidential hopeful has been enhanced. But his country has been dragged towards the frontline of Algeria's civil war and faces further threats from the torment of its former colony.

In ordering security forces to storm an Air France airliner, which had been seized on Christmas Eve by Islamic opponents of Algeria's military-backed regime, Mr Balladur threw off his cautious image. Monday evening's operation, in which the 168 passengers were widely hailed as a success for a premier hitherto dogged by a reputation for prevarication and concessions.

"France received its own Action Man for Christmas," said one diplomat. "He has succeeded in the first major crisis he has faced since he took office."

For the prime minister, the timing is significant. Within the next few weeks he is expected to declare his candidacy for presidential elections due in the spring. The decision earlier this month by Mr Jacques Delors, European Commission president, not to run as Socialist candidate, left Mr Balladur favourite to succeed Mr Francois Mitterrand. The outcome

of the hostage crisis will further strengthen his hand. Satisfaction, however, will be tempered by the implications of the hijacking, the most daring assault yet on foreign interests by Islamic opponents of the Algerian regime. The attack underlines the risks inherent in French policy towards its former colony and the growing threat of the civil war spilling into France. "For the first time since the Algerian war of independence we are seeing Algerian terrorism on French soil," said one Paris university professor.

Mr Alain Juppé, the French foreign minister, has warned that the violence in Algeria is set to continue and that France will step up security measures. Air links between the two countries have been suspended as a result of the hijacking. France's policy has brought it increasingly into conflict with opponents of the Algerian regime. Since the cancellation in 1982 of elections which the Islamic Salvation Front (FIS) was poised to win, France has provided support and financial backing for the government to try to contain the conflict.

This stance reflects a series of concerns. In particular, Paris is eager to avoid a flood of refugees, swelling the ranks of the 1m or so Algerians already living in France, fueling immigration tensions and playing into the hands of extreme-right politicians such as Mr Jean-Marie Le Pen, head of the National Front.

Mr Juppé, like his counterparts in London and Washington, has sought to promote a negotiated solution. But this has been overshadowed by the hardline approach of Mr Charles Pasqua, the powerful interior minister, who has launched a series of crack-downs on Moslem fundamentalists in France. In November, for example, Mr Pasqua claimed to have broken a support group for Algerian guerrillas following a dawn swoop which netted 90 suspected Islamic radicals.

Mr Pasqua's actions appear to have public backing. But they have drawn France into the firing line of Algerian Islamists, in particular the Armed Islamic Group (GIA), the most militant of the forces opposed to the Algerian regime of President Liamine Zeroual. The GIA claimed responsibility for the hijacking, describing the action as a response to the military and financial aid to the Algerian government.

Such hostility will only be heightened by the killing of the four hijackers. As one diplomat in Paris put it: "France has shown that it will act tough. This could dissuade further attacks. But it could equally bring reprisals."

With its policy of containment under strain, France is being pushed to reconsider its relationship with the Algerian government. Mr Juppé denied it was considering a policy shift, but he talked of tensions with the Algerian government



Emotional scenes as friends and relatives greet hostages freed from the hijacked aircraft on their return to Orly airport in Paris yesterday

during the hostage crisis and sought to distance France from close support for the regime.

"We are not backing a regime or a government... the only side we are backing is that of democracy," he said. "This message is directed to the Islamists as well as to those who back the policy of all out repression."

France may now try to step up its contacts with Algeria's Moslem groups in an attempt to ease tensions and break the deadlock in Algeria. Sources in Paris say the government has already sought to influence the FIS through discussions in Tehran and Khartoum.

There are limits, however, on

how far France seems prepared to move. According to Mr Juppé, democratic forces have still to emerge with a political platform in Algeria. In the meantime, he said, France and the international community should provide financial aid to the Algerian people to avoid "chaos". However, such economic support, which has totalled about FF380m (US\$5m) in 1994, is fiercely opposed by the Islamic fundamentalists. They believe the financial assistance is propping up the regime and reject France's assertion of impartiality.

A further obstacle to French strategy is lack of progress in seeking a democratic solution

to Algeria's woes. In November, President Zeroual promised elections by the end of 1995. But the offer was rejected by militants, who have pledged to continue their armed struggle. Fighting has escalated sharply since negotiations broke down in the autumn.

The increased ferocity of the civil war has played into the hands of radicals who are more willing to go beyond Algeria in pursuit of their struggle. The Air France hijacking has sent a warning to Paris in particular. Despite the events of the past few days Mr Balladur has not been rescued from the Algerian crisis.

Editorial comment, Page 13

French team proves its worth

By Jimmy Burns

The success of the French National Gendarmerie Intervention Group's assault on the hijacked Air France Airbus has served as a reminder of increasing sophistication of anti-terrorist action in the 1990s.

From the moment on Christmas Eve morning when the airline was taken over in Algeria, the French government set in motion a well rehearsed plan of action.

The apparent early prevarication over whether or not to negotiate was a ploy by security chiefs to give time to prepare the commando operation.

The GIGN is divided into four brigades each made up of 15 professional police and ex-army marksmen with an administrative back-up which includes signals intelligence staff.

During the two days that elapsed between the hijack and the grounding of the aircraft in Marseilles one of the GIGN brigades practised the assault on an Airbus of the same type.

Throughout this period the movement and the conversations of the hijackers were constantly monitored by existing listening devices, allowing the commandos to pinpoint those areas of the aircraft most susceptible to attack and infiltration.

The GIGN is just one of several specialised anti-terrorist units which France has established over the past two decades to deal with the threat of international terrorism in all its forms.

Together with Britain's SAS and the Israeli special forces, the GIGN have earned world-wide international recognition for their record in thwarting terrorist actions.

Controversy has never been far behind the actions of these units, however. They have to tread a fine line - often blurred by ministerial divisions - between what is politically acceptable and what is a military necessity.

It was Castro supporters who initiated aircraft hijacks in 1961, diverting four airliners to Havana, the Cuban capital. But it was in the late 1960s and early 70s that the practice was used increasingly by mainly Middle East groups to highlight their cause and, wherever possible, to secure the release of political prisoners.

Anti-terrorist experts believe that as long as a government holds firm and refuses to give in to terrorists there is less chance of hijacking increasing.

However, they have continued with more than 20 taking place in the past two years alone. Some hijackings have been carried out by deranged individuals, others by common criminals bent on extortion.

The bulk, however, are the work of political fanatics who believe that the publicity generated by the action is still worth dying for.

Attention is focused on Algeria's hidden war

The dramatic television pictures of the Air France hijacking contrast with the near invisibility to the outside world of the conflict in Algeria itself in which some 700 people are dying each week.

Foreign camera teams, either banned by the Algerian government or afraid of being targeted by fundamentalists, have been unable to record what Amnesty International says is "a growing spiral of violence [in which] the security forces and armed Islamist groups [act] in total disregard of international and humanitarian law".

The hijacking appeared to have been timed to coincide with the third anniversary on December 26 of the general election which the Islamic Salvation Front (FIS) seemed certain to win before the poll was annulled by the military-led Algerian government.

At the same time has been the loss of 30,000 lives - 25,000 of them this year alone.

An attempt last summer by the head of state, General Liamine Zeroual to establish a dialogue with the FIS leaders, Mr Abassi Madani and Mr Ali Benhadj, collapsed in October. Too many people on both sides of the divide - the army and the

Islamist groups - had no wish to see it succeed and the violence worsened.

Supporters of radical Islam have traditionally used violence, notably against "degenerate" women and have recently taken to decapitating their victims and keeping their heads. The extreme Islamic Armed Group (GIA), reported to have been responsible for the Air France hijack over the weekend, has burnt down at least 900 schools and a number of university research centres and have been known to gun down children.

At the same time, the army, led by General Mohamed Lamari, the tough chief of staff who believes the FIS can be "eradicated", has turned to torturing and murdering people suspected of supporting it. There are reliable reports that they have burnt whole forests to flush out guerrilla groups and have destroyed villages as retribution for the killing of soldiers.

More than 30 foreigners - including four Roman Catholic priests murdered yesterday - have been killed since September 1993, most of them at the hands of Islamists whose aim is to secure away international capital and knowhow vital to Algeria's economy. Embassies have closed and many foreign companies have withdrawn their personnel.

Since its birth five years ago the FIS has been a broad church. Its supporters have included pious members of the middle classes, well educated but radical young Algerians and unemployed youths who despair of ever getting employment or housing.

The GIA is the more notorious group, but western officials say that disengaging one radical group from another is impossible. Many are believed to be led by local elites and the military security forces are suspected of manipulating others.

The fault-line in Algerian society runs through family, tribe and region. Recently a security officer shot a terrorist and when he pulled the balcony off the dead man's face, he recognised his son.

Intellectuals and members of the professional classes have

been caught up in the confrontation between a privileged elite which has held power for a generation and the radical Islamists who say that "those who criticise us with their pen will die by the sword".

They view intellectuals such as the writer Tahar Djaout, whom they murdered in May 1993, as "apostates" who deserve the same fate as "Jews, Christians and foreigners who are part of a colonial plot to convert profits on our country".

These events, occurring on Europe's doorstep, are kept not only from the western eye. The authorities have imposed harsh measures on local journalists who are also increasingly victims of fundamentalist terror.

The resulting sparse coverage of the brutality on both sides is in the Algerian government's interests. It is well aware that television reporting in particular could lead some in Europe to question the largely uncritical support afforded it until now by western powers since 1992.

Most western leaders, nota-

bly President Francois Mitterrand of France, tacitly endorsed the coup of January 1992. For the past three years the same leaders have been keen to denounce fundamentalist violence but are notably coy about the brutal methods of the army. The US and, to a lesser degree Italy and Spain, have been more even handed in their condemnation of violence.

French leaders have strongly backed the regime and led the chorus for financial support. However, the Algerian government's handling of the hijacking will do nothing to improve its standing in the eyes of its own people.

Other security lapses could be economically costly. Were Algeria's vital oil and gas export facilities at Arzew or Skikda to be successfully targeted by the fundamentalists, it would be a serious blow to the country's capacity to earn foreign exchange.

Meanwhile, key civil servants are among the estimated 50,000 professional people who in the past two or three years have joined in exile the estimated 100,000 well educated Algerians who left years ago. Many would agree with the Spanish writer Juan Goytisolo that refusing the FIS its electoral victory was "a remedy worse than the disease".

Algeria's modern history is one of continuing violence, first during 130 years of French colonial rule which culminated, between 1954 and 1962, in a traumatic war of independence where native Algerians fought the French and civil war prevailed within each camp. Thirty years of socialism, widespread corruption and lack of freedom of expression have added to the country's woes.

The fallout of further violence in Algeria, be it among its Maghreb neighbours or the 2m North African community in western Europe, many of whom live in France, cannot be discounted. Morocco and Tunisia, however, are unlikely to "fall off the shelf". In the words of one senior diplomat, if anything, the violence in Algeria appears to be acting, for the time being at least, as a powerful aversion therapy there.

Francis Ghiles is leaving the FT to become an independent consultant on North African affairs

UK study criticises post-communist state sales

By Martin Wolf

The quality of much privatisation in post-communist countries is very poor, argue Peter Young and Paul Reynolds, in a report from the London-based Adam Smith Institute, published yesterday.

"Unless there are substantial reforms in the approach being taken, what will emerge will not be real market economies, but inefficient, partially collectivised, hybrid economies in which a bureaucratic elite still succeeds in exploiting the bulk of the population," they say.

The big mistake, argues the report, has been to forget the wider goal of establishing a competitive market economy. "Instead, 'technical' privatisation, without liberalisation, has become the new objective."

The report's recommendations include:

● radical deregulation, combined with removal of barriers to entry of new companies;

● conversion of all share-holdings into ones that can be freely sold by their owners;

● national share registers, rather than registers managed by companies; and

● efforts to buy out the interests of entrenched managers, who remain dominant in most privatised enterprises.

The Adam Smith Institute was the intellectual pioneer of privatisation in the UK. The authors of the report have themselves worked on behalf of the institute as advisers to several post-communist governments, including Bulgaria, Kyrgyzstan, Moldova and Mongolia.

The report argues that mass privatisation is inescapable, given the scale of the inherited task. But present

efforts suffer from significant defects, including:

● the wholesale transfer of unrenowned monopolies into the private sector;

● creation of closed joint stock companies, whose shares cannot be sold without company permission;

● the sale of protected markets rather than just companies;

● restrictions on the goods and services that privatised companies can offer;

● conflicts between the different parts of governments involved in privatisation;

● use of residual state-owned shares by governments to exercise influence over enterprises; and

● the excruciatingly slow pace of privatisation in most countries.

Privatisation, notes the report, "is a necessary, but not sufficient, condition for the creation of a market economy". Furthermore, "the success of

privatisation will be short-lived if the process is managed as an opportunity for enrichment amongst a bureaucratic or economic elite".

One big worry of the authors is over the failure to integrate competition policy with privatisation. "In some republics, anti-monopoly organisations have reimposed price controls over organisations they deem as monopolies.... This constitutes reinstitution of the planned economy by the back door." The solutions include liberal trade and "strong action to ensure that new enterprises are free to enter markets."

A second worry is over how the shares are owned, registered and traded. In Russia, for example, share registries are maintained by individual companies. More important, "closed company privatisation, especially when combined with the preservation of monopolies and a suffocating blanket of regulations, serves to

preserve the old economic structure and system".

The persistent tendency towards chaotic over-regulation is a third big concern. "Too many bureaucrats," notes the report, "still think that reforms are less important than forms."

One result is "the culture of semi-legality which prevails in post-Soviet industry and within administrative functions". Yet this is inevitable when, for example, "businessmen operating in Moscow today have to pay 51 separate taxes".

Moreover, "over-regulation also undermines the authority of the state when the very constitutional upheavals of the present make respect for state authority paramount".

*Peter Young and Paul Reynolds, *The Amnesty of Reform, Adam Smith Institute, 28 Great Smith Street, London SW1P 3SL, £25.*



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NEWS: INTERNATIONAL

INTERNATIONAL NEWS DIGEST

Settlement row in West Bank

Groundwork on a new suburb for 500 families in the West Bank Jewish settlement of Efrat, south of Bethlehem, has thrown the Israeli-Palestinian peace process into doubt.

The Arabs of the neighbouring village of Khader claim they have grown vines on the disputed hillside for centuries, the settlers retort that they bought part of the 125 acres involved and that the rest was government land. To the Palestinians, the suburb looks more like a new settlement than an expansion of Efrat, which houses 1,000 families.

Two of Prime Minister Yitzhak Rabin's ministers have questioned the wisdom of building it when Israel is negotiating peace through territorial compromise. The decision will be reviewed at a cabinet meeting next Sunday.

After violent clashes yesterday between the villagers and the Israeli army, Mr Sa'eb Erakat, the Palestinian Authority's local government minister, protested: "This is the graveyard of the peace process."

Mrs Shulamit Aloni, Israel's outspoken communications minister, was the first to condemn the project. "What has been done here," she said, "is theft by force of arms. We have to decide if we want to go forward towards peace, or if we want to go towards unending terror."

Mr Moshe Shaleh, the police minister, agreed. Israeli forces yesterday arrested 45 Arab demonstrators and Israeli peace campaigners, who joined their sit-in on the hillside. After the protesters had been evicted, two bulldozers began levelling the ground. *Eric Silver, Jerusalem*

Last-minute Iberia strike talks

Iberia, Spain's financially-crippled national carrier, held last-minute talks with its pilots yesterday to avert a strike against pay cuts and redundancies that is scheduled to start today and will run over the peak holiday period until January 8.

The government ordered the pilots to maintain 50 per cent of the scheduled flights during the strike under minimum service guidelines for public companies. Anticipating a breakdown in the 11th-hour negotiations, the airline said it had cancelled 220 flights today including all those to European destinations served by another airline. *Tom Burns, Madrid*

US consumer confidence up

US consumer confidence rose nearly two points in December, to 102.2, its highest level in more than four years, the Conference Board, a New York business analysis group, reported yesterday.

Confidence varied substantially by region with gains in central and southern regions offset by modest declines on the east and west coasts.

Separately, the National Association of Realtors reported a 2.6 per cent decline in sales of existing (as opposed to new) homes between October and November, to a seasonally-adjusted annual rate of 3.81m. Sales were 7.5 per cent down from November last year. Analysts blamed sluggish sales on recent increases in mortgage rates. *Michael Prouse, Washington*

Boeing wins German orders

Boeing, the Seattle-based aircraft manufacturer, has announced orders and options worth an estimated \$922m (\$443m) from German airline customers.

Air Berlin, the charter operator, is ordering six 737-800s and one 737-400. It has an option on four more 737-800s, a forthcoming "next generation" stretched version of the current 737-400. Lufthansa German Airlines has also ordered one 737-400, which will be its 19th 747. Boeing said the purchase breaks a five-year lull in long-haul aircraft orders by the airline.

Two other German airlines, Berlin-based Germania and Munich-based Bavaria Fluggesellschaft, have also said they intend to order next generation 737s, said Boeing. Last month Hapag-Lloyd, another German carrier, announced the first 16 orders for the 737-800. *Andrew Baxter, London*

Russian oil market reform

A new system of regulating the Russian foreign and domestic oil markets will come into force on January 1, according to a senior Russian official. The system seems certain to run counter to the views of the International Monetary Fund and the World Bank, and thus threatens the delivery of the crucial aid to the Russian budget by these institutions next year.

Mr Andrei Dogayev, a deputy trade minister, told the Interfax news agency yesterday that a new system - scrapping the oil export quotas but replacing them with a requirement on oil companies to dedicate 65 per cent of their output to domestic consumers - had been "definitively agreed". He also said that the present system, under which 14 approved companies will have the exclusive right to export oil, would be maintained, and that tariffs and other methods would be used to regulate exports. *John Lloyd, Moscow*

UN sees 'progress' in Bosnia

UN officials yesterday cited progress in negotiations on the details of a four-month ceasefire in Bosnia.

Two Bosnian government soldiers were wounded around Bihac, the embattled Muslim enclave in the northwest. But a temporary truce appeared to be holding. Winter weather also helped slow the fighting. General Sir Michael Rose, UN commander in Bosnia, yesterday met Mr Ejup Ganic, vice-president of the Muslim-Croat federation, to work out the details of the four-month cessation of hostilities, mediated by Mr Jimmy Carter, former US president and due to come into force on January 1.

The Muslim-led Bosnian government yesterday disputed UN reports that the truce had taken hold in Bihac, which is ringed by Serb forces from Bosnia and neighbouring Croatia. Mr Ganic called for the withdrawal of the Serb forces from Croatia. *Laura Silber, Belgrade*

Turkey orders Islamists jailed

A Turkish court has convicted 36 Islamic fundamentalists of murder and rioting, sentencing them for up to 15 years in jail for their part in disturbances last year in the city of Sivas in central Turkey that led to 37 deaths.

In July last year the defendants surrounded and set fire to a hotel where an arts festival was being held, killing 37 people, most of them writers, artists and actors. This was the worst outbreak of fundamentalist violence in recent years in Turkey, highlighting the growing strength of Islamic extremism. *John Barham, Istanbul*

Corruption worries Mahathir

Dr Mahathir Mohamad, Malaysia's prime minister, says he is worried that corruption recently disclosed in the Malaysian football league might spread to the country's political system.

Malaysian police have arrested at least 50 football players in recent days on suspicion of fixing the results of matches. Dr Mahathir said that he was concerned that if people were willing to offer money to ensure a side wins in a football match then they might also indulge in similar practices in the political arena.

The investigations into football bribery in Malaysia comes at a time of mounting allegations about corruption in various sectors of Malaysian society. *Sheran Cooke, Kuala Lumpur*

Bulgaria's ex-Communists win

Bulgarian President Zhelyu Zhelev yesterday urged the Socialist party of former Communists, the clear winner of the December 18 elections, to form a government without any ally.

Confirming previously unannounced unofficial results, Ms Ralitsa Negentsova, a spokeswoman for the Election Commission, said the Socialists won an absolute majority of 125 seats in the 240-seat parliament. Their main opponent, the staunchly anti-Communist Union of Democratic Forces, gained 69 seats.

The Socialists have been seeking a multi-party government, which they say is necessary to deal with Bulgaria's deeply rooted economic problems. *AP, Sofia*

Mandarins feel power of sword

Tokyo's top bureaucrats are being shaken up in their struggle with politicians, writes William Dawkins

The office blocks of Kasumigaseki, Tokyo's civil service district, were shaken yesterday when three of the country's top mandarins, in charge of industrial, international trade and technology policy, lost their jobs.

Ministers of the conservative three-party government coalition yesterday approved the resignation of Mr Hideaki Kumano, vice-minister (the top bureaucrat), at the Ministry of International Trade and Industry, which took pride in being the architect of Japan's industrial success and is a keen advocate of economic deregulation.

His right-hand man, Mr Sozaburo Okamoto, vice-minister for international affairs - the top trade negotiator - stood down. With them went Mr Kinji Atarashi, chief secretary of the Science and Technology Agency, a Miti fiefdom which runs the country's first home-grown space rocket, successfully launched last summer.

They are the senior victims of the ruling Liberal Democratic party's campaign to assert power over the public administration, which follows the party's return to office six months ago after its first humiliating year in opposition for nearly four decades.

The purge further destabilises Miti, already struggling to find a new identity to replace its redundant role of engineering industrial growth. It may take 10 years for morale to recover.

mourns a retired official.

The Miti mandarins' alleged sin was to get in the way of politicians' attempt to strike a new balance between elected representatives and the holders of bureaucratic power.

This is a popular theme on all sides of Japanese politics. Public feeling is shifting away from a public administration perceived as more sensitive to its own interests than to the citizen's. Bureaucrat-bashing excites increasing competition between political parties, in the absence of significant policy differences.

Mr Kumano, the Miti boss, was blamed for failing to stop, and by implication for covering in, the dismissal of a previous government minister exactly a year ago, of Mr Masahisa Naito, former head of Miti's industrial policy bureau.

Mr Naito, until then next in line to succeed Mr Kumano, was ousted for prematurely promoting a young official who was about to stand for the LDP. Mr Ryutaro Hashimoto, the Miti minister and a rising star in the LDP, only delayed the sackings because he was waiting for the 1995 budget to be completed, say officials.

Meanwhile, Mr Atarashi lost his job because of a row with his political boss, the formidable Ms Makiko Tanaka, the agency's director general.

Unwisely, he told Ms Tanaka to restrain a government campaign to trim the number of departments,

Weak rebound for Japanese economy

Japan's economic recovery was confirmed by statistics released by the government yesterday, although a fall in consumer prices, indicating lingering deflationary pressures, reinforced predictions of a weak rebound, Emiko Terazono writes.

Industrial production for November rose 2.7 per cent from the previous month, and 5.9 per cent from a year earlier on an unadjusted basis, thanks to output growth in sectors including electrical machinery and steel. Industrial shipments rose 2.8 per cent from the previous month while the inventory index dropped 0.2 per cent.

Labour conditions showed a slight improvement, with the unemployment rate for November at 2.9 per

cent, the first fall in seven months, down from October's 3 per cent. The ratio of job offers to applicants remained flat for the third consecutive month at 0.64, indicating 64 offers for 100 candidates.

Strong November construction order figures reflected a recovery in private sector capital spending. The figure rose 20.8 per cent from a year earlier, with private sector orders rising 13.9 per cent and public sector orders advancing 31.8 per cent. The construction ministry said housing starts rose 4.5 per cent from the previous year to 136,963 units, up for the second consecutive month.

However, consumption figures indicated that the downward pressures on prices were still evident. The Min-

istry of International Trade and Industry said large retailers' sales last month rose 0.3 per cent from a year earlier, the first increase in four months. Sales at department stores rose 0.1 per cent, the first increase in 33 months.

Meanwhile, the December consumer price index for the Tokyo metropolitan area, a leading indicator for the national figure, fell 0.5 per cent from the previous year, due to lower prices on clothing and other manufactured goods. For the whole year, the CPI for Tokyo rose 0.7 per cent, the first increase of less than 1 per cent since 1987.

Nationwide, the CPI for November fell 0.3 per cent from the previous month.

reportedly warning her that government offices were "public organs... not a minister's personal obsession". He should have known better. Ms Tanaka, 51, the daughter of former prime minister Mr Kakuei Tanaka, is a popular and much publicised critic of excessive bureaucratic power.

She and a generation of younger politicians want to break with the tradition under which ministers were merely ministers' neck figureheads. They would lead from scripts prepared by civil servants, leaving policy formation, parliamentary questions, and sometimes international negotiations, to officials.

Ministers were kept weak by the former LDP faction system, in which they changed jobs every two years or so to make way for the next faction's candidate. But the LDP factions were finally dissolved a week ago, in connection with the political reforms that took effect on Christmas Day, a deep blow to the old order. Now, "teamwork between cabinet ministers and the people who shoulder public administration is necessary," argues Mr Yoshi Kono, LDP president.

Yesterday's bureaucratic bloodlet-

ting is a consequence of a process started in summer 1993 by Mr Morihiro Hosokawa, the first non-LDP prime minister for 38 years, when he launched a deregulation drive. Ostensibly, deregulation was supposed to promote consumer demand and open the economy to imports, in which Japan had the support of trade partners sceptical of seeing change to a tightly protected system.

But deregulation was political popularity as an attack on the bureaucracy. Mr Naito's resignation, in December last year, brought this into the open. When the LDP returned to office in June, it took up deregulation as an electorally popular policy, despite its own conservative instincts.

The government plans to publish the country's first white paper on deregulation early next year and has launched a review of 63 state agencies - the issue on which the unfortunate Mr Atarashi committed his self-destructive gaffe.

There is another dimension to all this. The bureaucracy has also become a battleground between the LDP and the opposition New Frontier party, whose members formed the two

previous coalition governments.

Many saw the hand of Mr Ichiro Ozawa, the NFP's strategic mastermind, in Mr Naito's dismissal. Equally, the hand of Mr Noboru Takekoshi, the LDP's shadow chogun and former prime minister, is thought to be behind yesterday's sackings. Yet the humbling of Miti may not go entirely to the politicians' script. It will, in the short term, further strengthen the Ministry of Finance, untouched by this battle, rather than boost the power of the LDP, warns the retired official.

Until this row, Miti was the only ministry strong enough to counterbalance the finance mandarins' fiscal austerity and conservatism, he points out. The Ministry of Finance is increasingly portrayed in the Japanese press as an arrogant defender of the old bureaucratically controlled order. It may therefore become the next target of ambitious politicians, though the men from the MoF will certainly put up more of a fight than did the Miti men across the road in Kasumigaseki. "Are we losing our grip, sensei?" Page 13

Violence raises concern over future of Karachi

Farhan Bokhari on the unrest which has claimed 170 lives this month in Pakistan's business capital

Karachi's worst outbreak of factional, ethnic and sectarian violence in recent memory has led to fresh tensions between India and Pakistan and raised concerns over the future of Pakistan's business capital.

The violence, which Pakistan claims has been fomented by Indian agents and which has led to the closure of the Indian consulate in Karachi and the expulsion by both countries of two diplomats, has claimed at least 170 lives this month. More than 650 people have been killed this month.

In two recent incidents, the bullet-riddled corpses of four paramilitary troopers were discovered blindfolded and tortured with their hands tied behind their backs and shot at close range. No one claimed responsibility.

The next day, a group of nervous off-duty policemen blindly pointed their guns towards a side street and fired in response to celebratory shots fired in the air by people in a marriage party. The bridegroom and best man died.

The base of the country's vital port facilities, Karachi is home to the head offices of some of the country's largest business groups and financial empires.

Many foreign businesses, including multinational corporations, banks and stock market investment groups, are also based in the city and have a stake in its future.

Many businessmen, fear the security crisis could affect investment decisions.

The violence has already hit the heart of that confidence. The KSE-100 index of the Karachi Stock Exchange has fallen by almost 15 per cent in two months, while many small shopkeepers claim that sales have fallen by up to a third.

Fears for personal safety run high, and confidence over the ability of the police to reverse the trend stands at an all-time low.

Many foreign governments have advised their citizens to avoid travel to the city.

"The business activities in Karachi are coming down day by day, and if this situation is not brought under control, we fear that in coming weeks the activities may [come to a] standstill," says Mr Ahmed Sattar, president of the powerful Karachi Chamber of Commerce and Industry, Pakistan's largest business chamber.

The violence has escalated rapidly since the government pulled out army troops from Karachi last month, ending a controversial 29-month operation which was criticised by human rights activists for excesses against civilians. But the withdrawal has given an opportunity to well armed political and religious groups to settle scores.

One significant cause of the problem is the continuing crisis caused by a bloody split in Karachi's largest ethnic political party - the MQM (Mohajir

Qaumi Movement), a group representing Muslims who migrated from India in 1947 at the time of independence from the British raj.

Security officials claim that the rivals have tried assassinating each others' leaders, to strengthen their own position. Some of the MQM-related violence has also been ethnic, with the mostly Urdu-speaking migrants demanding more representation in government jobs than that given to the Sindhis, who have a majority in the province but mostly in areas within the city.

Some of the recent killings are also linked to religious disputes. A group of Sunni Muslims has been campaigning to have members of the Shia Muslim minority officially declared non-Muslims.

Despite these factors, government officials primarily accuse intelligence agencies from India, Pakistan's neighbour and arch-rival, for fomenting much of the unrest.

Many local businessmen, including Mr Sattar, accept the notion of the group's "divisible hand" stirring the trouble. But some western diplomats are less convinced.

"Both India and Pakistan have repeatedly made such accusations. In Karachi, even if there was some truth, the core problem is essentially the government's failure to find a political settlement," one diplomat says.

The government of Mr Abdulhal Shah, the provincial chief minister, with the support of Mr Benazir Bhutto, the prime minister, has begun negotiations with representatives of the MQM's larger faction, in an effort to find a political solution.

Some officials are convinced that the key to ending the killings lies with Mr Aftab Hussain, the movement's leader, who lives in exile in London.

The government wants Mr Hussain to use his influence over his supporters, who are probably an overwhelming majority among the city's migrant population, to denounce violent tactics. In return, MQM legislators in the provincial assembly in Sindh could be offered ministerial slots.

"An agreement could help to bring the MQM in the political mainstream and put the violence to rest," says one senior government official in Karachi.

Officials hope that if Mr Hussain's faction agrees to a settlement, the rival faction, whose following is much smaller, could be brought around to a truce.

However, it is not clear if such an agreement would be reached, and if so, how long it would hold together.

Furthermore, it is also not clear how the government would deal with sectarian and ethnic violence even if the MQM's two factions silenced their guns.



India's ex-President Singh dies

Prayers of several religions offered last prayers for former President Zail Singh, India's first Sikh head of state, as his body was cremated according to Sikh custom yesterday (pictured above). *Réuter reports from New Delhi*

Hindu, Muslim, Sikh, Christian and Buddhist prayers were chanted on the banks of the Yamuna river in Delhi near the memorials to two of

India's founding leaders, Jawaharlal Nehru and Mahatma Gandhi.

Singh, who was 78, died in the northern city of Chandigarh on Sunday after suffering multiple fractures when his car was hit by a truck on November 23.

Prime Minister P V Narasimha Rao laid a wreath on the body at the ceremony attended by ministers, opposi-

tion leaders and chiefs of the army, navy and air force.

Singh, who was appointed by then-prime minister Indira Gandhi, served as president from 1982 to 1987. He was called *Giant*, or scholar, for his mastery of Sikh scriptures.

Hundreds marched in a procession that carried Singh's body, draped in the Indian flag, along an 11km route. *Picture: Réuter*

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-point values.

	Real retail sales volume	Industrial production	Unemployment rate	Composite leading indicator
UNITED STATES				
1985	100.0	100.0	7.1	100.0
1986	105.5	100.9	6.9	98.0
1987	108.4	100.0	6.1	105.5
1988	112.6	116.7	5.4	108.1
1989	115.5	115.4	5.2	99.5
1990	116.4	112.4	5.4	84.6
1991	114.0	110.5	6.8	82.2
1992	114.9	110.1	7.3	82.9
1993	123.8	116.8	6.7	85.3
4th qtr 1993	5.7	3.6	6.4	69.8
1st qtr 1994	7.0	4.1	6.5	71.3
2nd qtr 1994	6.1	5.4	6.1	74.7
3rd qtr 1994	5.7	5.8	6.0	75.2
December 1993	6.0	3.9	6.3	70.7
January 1994	6.0	3.7	6.6	89.7
February	7.0	3.9	6.4	72.9
March	5.7	4.7	6.5	74.3
April	8.7	5.8	6.0	78.4
May	5.8	5.6	6.0	76.4
June	5.8	5.9	5.9	74.1
July	5.0	5.6	6.1	77.2
August	6.0	6.2	6.1	74.9
September	6.2	6.7	5.8	73.4
October	6.0	6.2	7.8	71.8
November	5.7			
JAPAN				
1985	100.0	100.0	2.8	100.0
1986	105.5	99.7	2.8	94.3
1987	113.8	103.1	2.3	94.3
1988	122.5	113.1	2.5	135.9
1989	125.5	119.7	2.2	147.0
1990	141.7	124.5	2.1	148.8
1991	144.8	126.8	2.1	144.2
1992	132.9	119.0	2.1	124.2
1993	131.8	126.5	2.5	106.8
4th qtr 1993	-0.9	-4.2	2.7	103.3
1st qtr 1994	-2.9	-3.0	2.8	101.7
2nd qtr 1994	-1.8	-1.1	2.8	102.9
3rd qtr 1994	1.7			102.8
December 1993	-2.5	-3.5	2.8	99.5
January 1994	-2.0	-2.7	2.7	100.7
February	-3.7	-4.5	2.8	97.7
March	-3.1	-2.1	2.8	110.7
April	-1.9	-2.0	2.8	99.5
May	-3.4	-1.8	2.8	103.5
June	-0.1	-0.7	2.9	105.1
July	-0.2	-0.5	3.0	98.5
August	3.6	3.0	10.8	105.2
September	4.0			102.2
October				106.0
November				106.0
GERMANY				
1985	100.0	100.0	7.1	100.0
1986	103.5	100.2	7.3	136.4
1987	107.4	102.6	6.2	149.4
1988	110.5	106.3	6.2	164.8
1989	112.1	109.4	5.8	118.7
1990	123.5	117.2	5.2	218.7
1991	130.5	120.8	4.2	270.7
1992	127.7	118.1	4.8	260.2
1993	122.2	116.8	5.8	180.9
4th qtr 1993	-5.9	-3.2	6.3	180.9
1st qtr 1994	0.4	-0.0	6.5	184.3
2nd qtr 1994	-1.9	3.1	6.6	186.2
3rd qtr 1994	-2.5	3.7	6.8	182.3
December 1993	-6.4	-1.1	6.3	182.6
January 1994	0.3	0.3	6.4	189.8
February	0.5	1.0	6.5	190.9
March	0.4	0.7	6.5	195.9
April	2.2	0.8	6.6	192.6
May	0.7	1.0	6.6	197.0
June	-0.2	4.1	6.6	186.7
July	-2.7	3.0	6.4	185.8
August	-1.4	3.1	6.5	192.8
September	-3.0	5.2		198.4
October				208.6
November				208.4
FRANCE				
1985	100.0	100.0	10.5	100.0
1986	102.4	101.1	10.4	107.0
1987	104.5	103.1	10.5	117.2
1988	107.9	107.9	10.0	135.3
1989	108.5	111.2	9.4	150.6
1990	110.3	102.8	9.9	135.2
1991	110.3	113.2	9.4	128.2
1992	110.5	112.2	10.4	105.8
1993	110.7	110.1	11.7	90.0
4th qtr 1993	-0.5	-1.4	12.3	93.3
1st qtr 1994	1.3	0.3	12.5	93.6
2nd qtr 1994	-1.2	3.6	12.8	110.6
3rd qtr 1994	1.4	5.3	12.8	108.0
December 1993	-0.8	0.3	12.4	77.5
January 1994	0.7	1.2	12.5	82.5
February	1.3	-0.8	12.5	82.1
March	2.0	0.5	12.8	103.3
April	-3.8	3.8	12.8	113.9
May	3.1	3.8	12.7	109.8
June	2.7	3.1	12.6	108.5
July	-2.1	5.4	12.6	105.2
August	3.0	6.4	12.5	108.8
September	2.5	6.2	12.7	111.8
October	5.7	4.7	10.8	103.2
November				
ITALY				
1985	100.0	100.0	9.8	100.0
1986	108.8	104.1	9.4	84.0
1987	112.1	106.8	10.9	95.6
1988	110.2	114.2	10.9	95.6
1989	116.8	118.7	10.9	97.8
1990	114.4	118.0	10.3	94.0
1991	114.0	118.4	9.8	96.3
1992	115.9	116.4	9.8	95.8
1993	114.2	112.9	10.2	101.0
4th qtr 1993	-6.9	-0.3	10.7	101.0
1st qtr 1994	-5.7	-0.8	11.7	102.3
2nd qtr 1994	5.0	12.5	10.2	102.1
3rd qtr 1994	1.0	10.1	9.8	101.9
December 1993	-6.8	-1.9	n.a.	101.0
January 1994	-6.8	-3.5	n.a.	101.5
February	-6.8	-0.2	n.a.	102.3
March	-2.3	1.0	n.a.	102.0
April	-10.5	1.9	n.a.	102.3
May	-4.2	2.8	n.a.	102.5
June	5.2	n.a.	n.a.	102.1
July	6.8	n.a.	n.a.	101.6
August	12.3	n.a.	n.a.	101.8
September	7.8	n.a.	n.a.	101.9
October	7.3	n.a.	n.a.	102.8
November				
UNITED KINGDOM				
1985	100.0	100.0	11.2	100.0
1986	102.4	101.2	11.2	101.0
1987	105.3	102.4	10.9	101.1
1988	110.7	108.5	10.3	141.2
1989	117.8	111.6	8.5	143.1
1990	121.1	110.0	7.2	123.5
1991	121.1	113.7	7.2	97.9
1992	119.6	108.2	8.6	68.2
1993	120.5	108.0	9.9	68.3
1994	117.1	10.3	7.6	70.3
4th qtr 1993	3.9	2.8	10.1	82.6
1st qtr 1994	3.2	4.2	9.8	84.6
2nd qtr 1994	3.6	4.2	9.8	106.7
3rd qtr 1994	4.3	6.6	9.5	98.9
December 1993	4.2	3.2	9.9	83.7
January 1994	3.9	4.4	10.0	84.4
February	2.8	4.0	9.9	84.5
March	3.7	4.4	9.8	84.6
April	4.3	6.3	9.6	87.4
May	4.1	5.3	9.6	88.2
June	4.1	5.6	9.8	91.3
July	3.8	5.4	9.8	91.3
August	3.1	5.6	9.5	97.8
September	3.0	5.7	9.4	99.4
October	2.5	5.6		105.7
November				

صباحنا من الامم

Japanese economy

Japan's economy is expected to grow by 4.5% this year, according to the latest survey by the Japanese government. The survey, which is based on data from the first three months of the year, shows that the economy is growing at a faster rate than in the same period last year. This is due to a combination of factors, including a strong recovery in the manufacturing sector and a rise in consumer spending. The government is optimistic about the future of the economy and expects continued growth throughout the year.



President Singh dies

President Singh, who served as the 11th President of India from 1977 to 1982, died on Monday at the age of 85. He was a member of the Congress party and had a long and distinguished career in Indian politics. His death was a significant loss to the country, and he will be remembered for his contributions to Indian democracy and governance.

UNEMPLOYMENT AND EMPLOYMENT

Country	Unemployment (%)	Employment (%)
Germany	10.2	89.8
France	7.8	92.2
Italy	9.5	90.5
Japan	2.5	97.5

The table shows the unemployment and employment rates for Germany, France, Italy, and Japan. Germany has the highest unemployment rate at 10.2%, while Japan has the lowest at 2.5%.

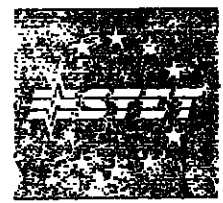
UNITED KINGDOM

The United Kingdom is expected to experience a period of economic growth in the coming years, according to the latest forecasts. This is based on a combination of factors, including a strong recovery in the manufacturing sector and a rise in consumer spending. The government is optimistic about the future of the economy and expects continued growth throughout the year.



Curvaggio, "Il Sonatore di Lino"

COMMUNICATING IS AN ART



TELECOMMUNICATIONS
IN ITALY AND THE WORLD

NEWS: UK

MPs make a meal of cooks for top brass

By David Owen
at Westminster

Top officials at Britain's Ministry of Defence were urged to tighten their belts yesterday after the disclosure that more than 100 serving officers are entitled to cooks' services at the public's expense.

The insight into the lifestyle of senior officers comes just ahead of the completion of an independent review of "representational entitlement" in the armed forces, including domestic assistance and official residences.

The ministry said yesterday that Sir Peter Cazalet, former chairman of the armed forces pay review body, who is conducting the study, was due to report back in January or February. It said the review - the first of its kind - would help ministers see "what we have got and whether we need it."

Meanwhile, the House of Commons defence committee is making inquiries into the use of the 77 official service residences in Britain and abroad.

The disclosure on cooks came in a Commons written

answer by Mr Nicholas Soames, the armed forces minister and former food minister. Mr Soames listed 114 posts that are entitled to cooks at an estimated cost of £2.4m (£3.7m) in the present financial year.

Officers ranging from the First Sea Lord to the Captain of the Admiralty interview Board and the Commodore, Minor War Vessels are entitled to cooks. The Royal Navy is particularly well catered for: 65 officers are covered, compared with 23 in the Army and 26 in the Royal Air Force.

Mr Stephen Byers, Labour MP for Wallasey, who tabled the question, called on Mr Malcolm Rifkind, defence secretary, to consider "as a matter of urgency whether in the 1990s this historic entitlement is still appropriate."

Mr Byers said the figures showed a misplaced sense of priorities within the armed forces. "At a time when public spending is under pressure and squaddies serving in Bosnia are making do with reduced rations, senior serving officers need to tighten their belts," he said.

European and Far Eastern visitors boost takings

Cheap pounds lure shoppers

By John Authers
and Chris Tighe

Retailers yesterday reported intense activity by shoppers at the opening of the annual January sales, as wet weather encouraged more bargain-hunters than usual. But retailers were doubtful that the surge in buying signalled a lasting upturn in consumer confidence.

Businesses in London's West End said numbers were swollen by non-UK customers, particularly from continental Europe and the Far East, who had been attracted by the weakness of sterling. Mr Tony

Salem, retail managing director of Liberty, whose flagship store is in London's Regent Street, said: "There are a lot of foreign customers spending their cheap pounds. In the West End tourism has been very strong and that's what's kept our figures increasing at above the level of inflation."

He said UK consumers still seemed to be afflicted by a "feel anxiety" factor.

Mr Tim Daniels, managing director of Selfridges, said volumes in Oxford Street were "at least in line with last year".

Regional shopping centres reported sharp increases in business. A spokesman for

Gateshead's MetroCentre in north-east England, Europe's largest out-of-town retail complex, said customers were spending more than last year. An estimated 200,000 people visited Manchester's Arndale Centre, approximately 15 per cent up on the same day last year. In the pre-Christmas period total visitors were up 8 per cent, and turnover was 5 per cent ahead of the same period in 1993.

Two centres which have opened in the past five years, Sheffield's Meadowhall and the Lakeside centre in Thurrock, Essex, estimated they had their busiest day ever.

Treasury told to 'mingle'

Senior officials at the UK Treasury have been ticked off by Sir Terry Burns, the permanent secretary, who says they have failed to show enough enthusiasm for finding out about the outside world, Peter Marsh writes.

In a memo not intended for publication, Sir Terry says that the number of visits to companies this year by top officials has been "very disappointing".

Only about a third of the officials whom Sir Terry has asked

to visit at least one commercial organisation during 1994 have done so. The visits are part of a Treasury scheme to make its employees more aware of business issues.

But many of the officials face an uncertain future in the private sector under a programme to cut a quarter of the Treasury's top 100 jobs.

The memo was sent this month to about 200 senior staff. It asks people eligible for the department's "contacts with industry" scheme who

have not been on a visit this year to arrange one as soon as possible.

Last year about 60 of the 100 officials who were asked to go on at least one visit to industry did so. For this year the scheme was extended to include slightly lower grades, taking the total covered to about 200 people.

Morale at the Treasury is poor following a review of its staff structure which requires the department to shed about 25 top jobs by early next year.

UK NEWS DIGEST

Nadir pays and beats tax deadline

Turkish Cypriot tax authorities said yesterday that Mr Asil Nadir, the fugitive tycoon, had paid about \$380,000 in tax debts from disputed Cyprus-based assets of his collapsed Polly Peck empire.

Three Nadir employees paid the arrears from two hotels in separate cheques to the main tax office in the Turkish Cypriot sector of Nicosia on Monday night, tax officials said.

The payment was made hours before the expiry of a Turkish Cypriot government deadline to pay up or have the Jasmine Court Hotel in Kyrenia and the Palm Beach Hotel in Famagusta taken under government control.

Mr Nadir says he still controls the hotels which have remained beyond the reach of Polly Peck administrators because of court cases against their transfer of ownership on the Turkish sector of the divided island.

Administrators for Polly Peck offshoot Voyager Mediterranean last week paid Turkish Cypriot authorities a year's land rent of \$97,000 for the Jasmine Court Hotel.

The rent, paid on behalf of another Polly Peck unit - Voyager Kiliris - was seen by administrators as a step towards having the Turkish Cypriot government recognise their ownership. Mr Nadir's remaining debts to the state from unpaid taxes, rents and defaulted social security payments are believed to total about \$11m.

Holiday war heats up

Thomson, Britain's biggest tour company, yesterday offered summer breaks for as little as £99 (£154) as the holiday price war built up.

The move came as Lunn Poly, the biggest travel agency, began selling holidays with sharp discounts. Going Places, the second-biggest travel retailer, has announced discounts on summer holidays outside the UK of up to 20 per cent.

Buy-out for coal arm

A management and employee buy-out team has been selected by British Coal and its advisers as the preferred bidder for Coal Products, the UK's largest manufacturer of solid smokeless fuels and foundry coke.

British Coal also said it had sold TES Brethly, its specialist scientific services subsidiary, to John Mowlem Construction, which is paying £3m (\$4.7m) cash in two instalments.

The announcements mark important steps in the privatisation programme for British Coal's non-mining activities. RJR Mining is paying £815m for its English mining assets while Celtic Energy is buying its open-cast sites in south Wales.

At CPL, a buy-out bid led by Mr David Foster, operations director, and backed by

Legal & General Ventures, has been selected from a shortlist of four. The other three were Anglo United, Coal Developments and a management buy-in bid led by NatWest Ventures. The preferred bidder will have a period of exclusivity to complete the transaction by January 31.

Mobile phone offer row

An opposition Labour MP said yesterday he would protest to Mr Michael Heseltine, trade and industry secretary, about the fact that thousands of people who bought mobile phones on the promise of unlimited free calls on Christmas Day were unable to get through.

Mr Andrew MacKinnay, MP for Thurrock, said thousands of people who had been "enticed" into purchasing a Mercury One-2-One telephone service had been "thwarted" in their efforts because of excessive demand and inadequate Mercury planning and facilities.

Mercury One-2-One said at least 20 people had spent more than 12 hours on the phone on Christmas Day, and a further 20 had made more than 2,000 calls between them.

It admitted that it had not anticipated such demand and would give credit calls to users unable to use their phone. Some 750,000 people joined Britain's four major mobile phone networks over the Christmas season.

Quick-draw man shot

A man was shot dead by police yesterday after brandishing a pistol in the street. Police marksmen shot 44-year-old Robert Dixon on his doorstep in Huddersfield, Yorkshire, after he refused to put down the gun. A witness said Mr Dixon had fired the weapon twice at a police negotiator who was trying to persuade him to surrender.

But friends of the dead man claimed his weapons - used in Wild West-style sharpshooting competitions - fired only blanks. Mr Dixon was well known as an amateur gunslinger and quick-draw specialist and had taken part in several quick-draw competitions.

It was the second time in 24 hours that police have shot a gunman. On Boxing Day a 30-year-old man was wounded by police marksmen as he stood brandishing a gun within feet of his baby daughter in a street in Enfield, north London.

He shot an armed female officer in the right leg before coming under a hail of police bullets. He was taken to hospital with wounds to the chest and legs. Both incidents are being investigated by police authorities.

Cricket legend dies

Peter May, former England cricket captain and chairman of selectors, died yesterday aged 64. May played 66 Tests for England from 1951-61, scoring 4,537 runs at an average of 46.77. He retired from Test cricket at the early age of 31 and from the first-class game two years later. But he continued to serve English cricket in many capacities - as a selector and chairman of selectors, and as president of the MCC in 1980-81.

Prime minister John Major said: "Peter May was one of the greatest batsmen English cricket has ever produced. He will leave behind a legacy of personal and cricketing memories that many will treasure."

Sweet sound of sales for music industry

Alice Rawsthorn tracks a seasonal resurgence for record companies

Executives of EMI Records knew they had a hit on their hands last month when they launched a rare Beatles recording, Live At The BBC. But they never dreamt that it would sell nearly 1m albums in its first month on sale.

Live At The BBC is not the only success on the UK music scene. Album and singles sales rose by 12.5 per cent in the year to October according to the British Phonographic Industry. Early estimates suggest that Christmas sales could be 20 per cent up on last year.

The UK music market declined steadily in the early 1990s with album sales falling

from 163m in 1989 to 134m in 1992 says British Phonographic Industry. The record companies also faced a Monopolies and Mergers Commission inquiry into compact disc pricing as well as the legal attempt by singer George Michael to end his contract with Sony.

These threats have evaporated. The commission found in the industry's favour and Mr Michael lost his case. The latest probe into the music business - the commission's investigation into the Performing Right Society, the body that collects royalties for composers - will not affect record companies.

The economic environment has also improved, with music

traditionally emerging from recession earlier than other consumer sectors.

Growth in the number of teenagers - prime purchasers of singles - has triggered a revival in teen phenomena such as Take That and East 17. Record companies have also invested in new acts like Oasis and Blur. With more critical kudos than Take That and East 17, they might last longer.

Blur's Parklife album has sold 500,000 copies since its September debut. Meanwhile the industry continues to benefit from increased sales to the people in the 25 to 45 age group who grew up in the vibrant pop culture of the 1960s and

1970s. Some of the most successful 1994 releases have been aimed at this age group.

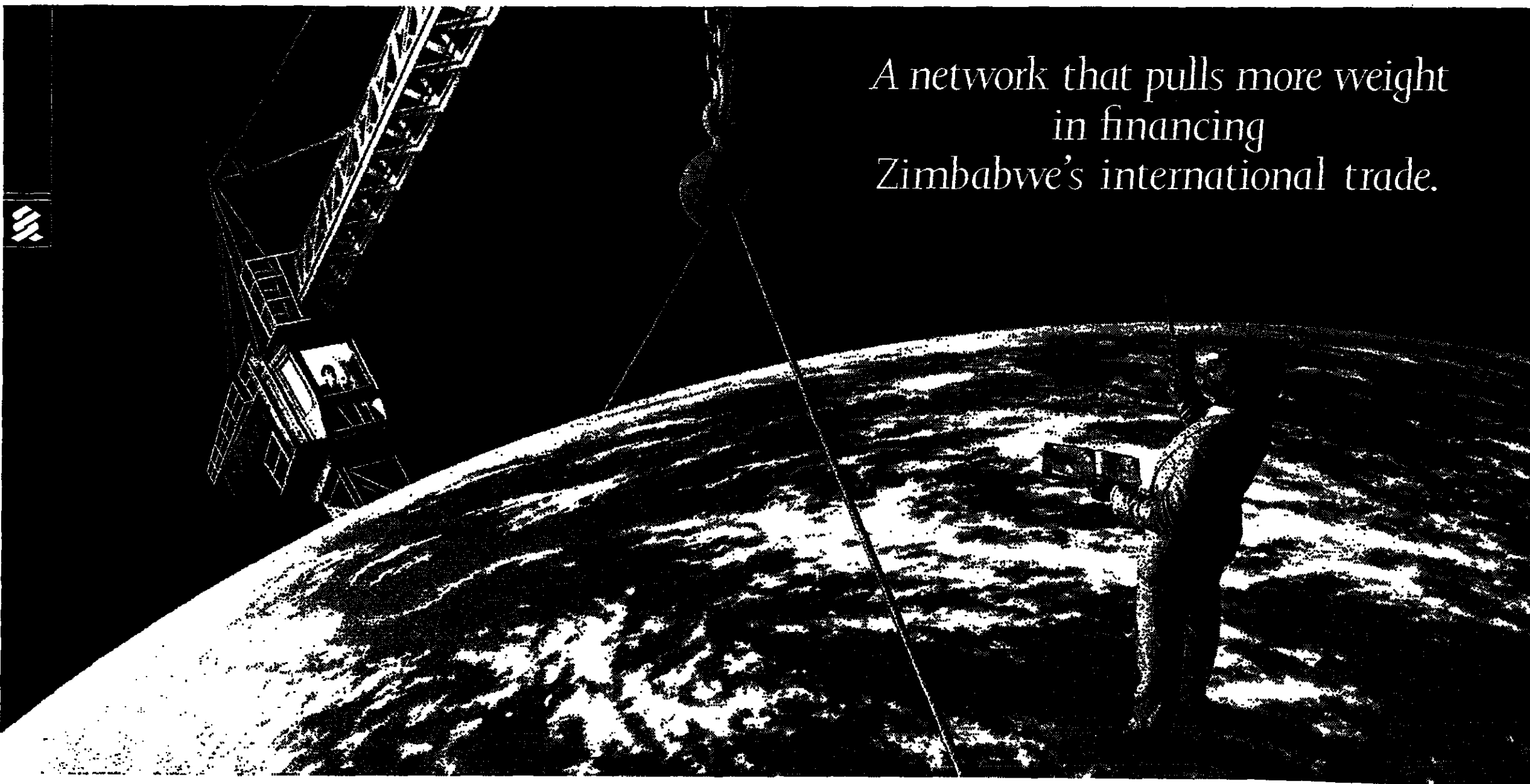
Live At The BBC is even better news for retailers, as it attracts older consumers who do not normally buy albums. EMI's compact disc plant has been working round the clock to satisfy demand. The popularity of CDs is also boosting sales. Some 40 per cent of UK homes now have CD players and consumers are still replacing vinyl collections by buying old favourites on disc, increasing sales of classic rock, jazz and classical music.

The outlook is even brighter on the international front. UK acts are well established in

Year	Albums	Singles
1993	163m	57m
1992	134m	50m
1991	142m	58m
1990	148m	62m
1989	163m	65m
1988	155m	60m
1987	148m	55m
1986	142m	50m
1985	135m	45m
1984	128m	40m
1983	122m	35m
1982	115m	30m
1981	108m	25m
1980	102m	20m

mainland Europe and are starting to regain the ground they lost in the US in the early 1990s in the face of American phenomena such as country music, rap and grunge rock.

Country and grunge are waning, making it easier for UK acts to make their mark in the US - by far the world's largest record market - meaning that the acts' UK record companies can earn royalties on North American sales.



A network that pulls more weight in financing Zimbabwe's international trade.

Standard Chartered first opened for business in Zimbabwe back in 1892. Today, with over 70 offices, our locally incorporated subsidiaries provide banking services not only to corporate customers but also to government and multi-lateral organisations as well as many thousands of private individuals.

Our Zimbabwe offices are an important part of a Group network of over 700 offices in more than 50 countries worldwide

- including over 280 offices in 13 African countries.

With such deep roots in Zimbabwe, and extensive links into both the emerging and the developed world, Standard Chartered is ideally placed to finance the country's flow of trade.

It's not just a question of having people at both ends of a transaction. More than an international network, Standard Chartered offers the benefits of international networking - pooling the special skills

and experience of our people to deliver a better, more responsive service.

As trade finance specialists, for example, we are playing an important part in promoting Zimbabwe's export growth through participation in the Structural Adjustment Programme, providing foreign currency finance to agricultural and manufacturing exporters. And, we are helping open up the market to imports, developing short and medium term financings for capital goods transactions.

Standard Chartered's trade finance services have kept pace with Zimbabwe's needs for over a century. Building on the strengths of our network, and our people, we will continue to respond to market needs - and opportunities - in the future.

Standard Chartered
Incorporated in the United Kingdom

INTERNATIONAL NETWORKING



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COMMUNICATION. *ART* THE OF BRINGING TOGETHER *P*EOPLE, NATIONS AND *C*ONTINENTS.

It's true to say that Italy has

always been a nation of the arts -everyone knows it- but today,

there's another art in which Italy is an acknowledged

world leader - the art of communication. The Italian Telecommunications System is a world-wide network of vital importance.

Its development is the fruit of the collaboration of more than 100 companies. Together they form the integrated holding company, STET.

The STET Group operates in all sectors of telecommunications: from services to manufacturing, from information facilities to multimedia

activities. In other words, the STET group of companies provides the communication life-blood of the whole economic system, enabling

people to exchange and collaborate ever more efficiently. The STET Group is a market orientated company quoted on the stock exchange

and whose stock is owned by thousands of shareholders. It is one of the largest companies in the world with 140,000 employees, a

revenue of \$20 billion and \$5 billion in investments. The STET Group activities reach out beyond its national boundaries, spreading

Italian technology and know-how throughout the world. Like the arts, telecommunications bring together people, nations and continents.



TELECOMMUNICATIONS
IN ITALY AND THE WORLD

more weight
ing
national trade.

Standard & Chartered

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THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

■ YESTERDAY

Town Centre Secs. 10½% 1st Mtg. Db. '1 £5.25

■ TODAY

Banco Int. 8½% Nts. '5 \$4062.50
Barings Gtd. FRN 2001 \$14.22
Boots 10½% Bd. 2017 £2531.25
Britannia Bldg. Scty. FRN '7 £152.98
Eit Ent. Fin. 8½% Gtd. Exch. Bd. '6 £218.75
First Priv. Fin. 1 Mezz. Asset-Bkd. FRN '1 £1935.70
Do. Snr. Asset-Bkd. FRN 2021 £1582.83
Fuji Bank Int. Und. Sb. Gtd. Var. Rate Y75240.0
Furukawa Elec. FRN Mar. '98 Y87812.0
Do. FRN Jun. 1998 Y87812.0
Ideal Hardware 3.4p
Met. Water Board Kent Water 3½ Dtd. £1.50
Mitsubishi Oil 4.2% Bd. '03 Y13383.0
Sabre Int. Ser. P Var. Rate Nts. '98 Y88117.0
Saehan Merchant Bank. FRN '95 \$742.71
Stars 1 A FRN '29 £139.57
Sumitomo Realty FRN '97 Y1451836.0
Trace Computers 0.95p

■ TOMORROW

Britannia Bldg. Scty. Sb. FRN 2006 £1673.32
Brit. Aerospace 11½% Bd. '08 £593.75
Carnell 0.25p
Chelsea Bldg. Scty. Sb. FRN '99 £31335.62
Comml. Bk. Australia 10 Year Gtd. FRN £259.89
Fortnum & Mason 24p
Fujiata FRN 1997 Y726736.0
Gartmore Value Invs. 0.3615p
Kohap (Hong Kong) Gtd. FRN '98 \$789.93
Residential Prop. No. 3 A1 Mtg. Bkd. FRN '25 £249.88
Do. Class A2 2025 £1519.58
Do. Class B 2028 £1776.37
River & Merc. Geared Cap. & Inc. Tst. '99 1.4p
St. James's Place Capital 1.5p
Wah Kwong Shipping HK\$0.117
Yasuda Tst. Asia Pac. Gtd. Amtd. FRN '04 \$1453.47

■ FRIDAY

DECEMBER 30
Abbey Natl. Treas. Servs. Gtd. Cpl. FRN '96 £158.91
Abrust Lloyd's Ins. Tst. 2.5p
Alexander & Alexander \$0.025
Do. Class C 0.016p
Alexanders Hldgs. 9½% Cm. Pl. 3.525p
Anglo Fin. No. 1 Snr. FRN '01 £1519.78
Do. Mezzanine FRN '01 £1973.09
Do. No. 2 Snr. Sec. FRN '04 £1611.59
BSG Int. 0.7p
Black & Decker \$0.10
Blue Circle Inds. 7½% Cv. Pl. 3.8125p
Bodycote Int. 2.15p
Brake Bros 2.3p
Bridon 10½% Db. 91/96 £5.125
Do. 6½% Un. Ln. 02/07 £3.3125
Do. 7½% Un. Ln. 02/07 £3.875

Sutton District Water 3½% Db. £1.625
Do. 6½ Db. £2.50
Swedbank Sb. FRN 2002 \$321.12
Swire (John) 6.3% Cm. Pl. 3.15p
TSD Prop. FRN £161.69 Takare 11.8% 1st Mtg. 2014 £5.90
Tennessee Gas Pipe. 10% Stg/Dollar Cv. Un. Ln. 91/95 £5.0
Truck Funding FRN 1997 £799.56
UK FRN 1996 \$126.39
Unichem 2.5p
Wells Fargo FRN 2000 \$47.82
Woolwich Bldg. Scty. FRN 1997 £152.12

■ SATURDAY

DECEMBER 31
Allied Domecq 11½% Db. '09 £5.875
Allied Lon. Props. 10½% 1st Mtg. Db. '25 £5.375
Allnet Lon. Props. 7½% 1st Mtg. Db. 2008 £3.75
Anglo Eastern Plant. 12½% Un. Ln. 95/98 £8.25
Antofagasta (Chile & Bolivia) Rail. 4% Perp. Db. £2.00
Antofagasta 5% Cm. Pl. 2.5p
Asda Prop. 5½% Cv. Pl. '12 2.5625p
Asprey 6½% Cm. Pl. 2.275p
Do. 9½% Cm. Pl. 4.875p
Aveland 10½% Un. Ln. 96/98 £5.25
Avon Rubber 4.9% Cm. Pl. 2.45p
Bampton 9½% Un. Ln. 02/07 £4.125
Bardon 3.85% Cm. Pl. 1.925p
Do. Cm. Pl. 2005 5.625p
Baring Tribune Inv 9½% Db. '12 £4.5625
Barings 5½% 1st Pl. 2.875p
Do. 7½% 1st Pl. 5.625p
Do. 8½ 1st Pl. 4p
Do. 8½ 2nd Pl. 4p
Bluebird Toys 12% Cv. Ln. '05 £6.00
BOC 4.55% Cm. Pl. 2.275p
Do. 2.8% Cm. 2nd Pl. 1.4p
Do. 3.5% Cm. 2nd Pl. 1.75p
Bowthorpe 7½ Un. Ln. 90/95 £3.50
Braime (TF & JH) 5% Cm. Pl. 2.5p
Bristol Wtr 3½% Perp Db £1.75
Do. 4% Cons Db. £2.0
Do. 4% Perp. Db. £2.00
Do. 4½% Perp. Db. £2.125
Do. 9.8% Rd. Db. 1996 £4.90
Brit. Fittings 5.5% Cv. Pl. 2.75p
Brit. Guiana Demerara Rwy. 4% Perp. £2.00
Do. Annulites 50p
Brit. Polythene Inds. 7½% Cm. Pl. 3.75p
Brixton Est. 5% Cm. Pl. 0.875p
Do. 9.5% 1st Mtg. Db. 2026 £4.75
Do. 11½% 1st Mtg. Db. 2023 £5.625
Do. 10.75% 1st Mtg. Db. 2025 £5.375
Broadstone 6% Cm. Pl. 2.1p
Brookthorpe 3p
Do. A Non-Vtg. 3p
Brunner Inv. 5% Cm. Pl. £1.75
Burford 9½% 1st Mtg. Db. '19 £2.8479
Cap. & Counties 11½% 1st Mtg. Db. '21 £5.625
Do. 9½% 1st Mtg. Db. '27 £4.9375
Charwood Alc. 8½% 1st Mtg. Db. 95/98 £4.375
Chamos 7½ Cm. Pl. 2.45p

Chester Water. 11½% Rd. Db. 98/2000 £5.6875
Cityport 4% lrrd. £2.00
Do. 3% lrrd. £1.50
Coats Patons 4½% Un. Ln. 02/07 £2.25
Commercial Union 8½% Cm. lrrd. Pl. 4.375p
Cookson 7% Cm. Pl. 2.45p
Crode Int. 5.9% Pl. 2.35p
Do. 6.6% 3.3p
Dead Sea Works 5% Db. '02 NIS0.25
Debenhams 7½% 2nd Db. 91/96 £3.625
Delta 4.2% Cm. 1st Pl. 2.1p
Do. 3.15% Cm. 2nd Pl. 1.575p
Denmark (Kingdom of) 13% Ln. '05 £8.50
Derby Tst. 7½% Db 99/2003 £3.75
Eastbourne Water 10½% Rd. Db. 95/97 £5.25
Do. 11.2% Rd. Db. 05/09 £5.60
Do. 12½% Rd. Db. 2004 £8.25
Ecclesiastical Ins. 10% Cm. 2nd Rd. Pl. 5p
Edinburgh Inv. Tst. 11½% Db. '14 £5.75
ES 3.4p
Do. 5% Cm. Pl. 1.75p
Elec & Gen. Inv. 10.1% Db '97/2002 £5.05
EMAP 5% Cm. Pl. 1.75p
Empire Stores 9½% Db. 94/99 £4.625
Estates & Agency 3.5% Cm. Rd. Pl. 1.75p
Do. 11.25% 1st Mtg. Db. 2020 £5.625
Estates Gen. 11.25% 1st Mtg. '18 £5.625
Everards Brewery 5% Cm. Pl. 1.75p
Finlay (J) 4.2% Cm. 1st Pl. 2.1p
Do. 4.2% Cm. 2nd Pl. 2.1p
Do. 5% Cm. 2nd Pl. 2.5p
Five Arrows Curr. Fd. Plg. Rd. Pl. A\$ Fd. A\$0.2783
Do. Bfr Fd. Bfr18.149
Do. C\$ Fd. C\$0.41601
Do. FL Fd. FL0.94094
Do. Dkr Fd. Dkr\$1.1145
Do. DM Fd. DM0.72295
Do. ECU Fd. ECU0.34523
Do. FF Fd. FF2.18266
Do. HK\$ Fd. HK\$1.54896
Do. Lira Fd. L\$73.591
Do. NZ\$ Fd. NZ\$0.61842
Do. S\$ Fd. S\$0.22268
Do. Peseta Fd. Ptas6.201
Do. 2 Fd. 19.683p
Do. SWFR Fd. SWFR0.41386
Do. SKR Fd. SKR0.05413
Do. US\$ Fd. US\$0.24393
Do. Yen Fd. Y15.125
Fleming Amer. Inv. Tst. 5% Cm. Pl. £1.75
Do. 7% Cv. Un. Ln. '99 £3.50
Fleming Claverhouse Inv. Tst. 11% Db. '08 £5.50
Fleming Overseas Inv. Tst. 5% Cm. Pl. 1.75p
Folkstone & Dover Water 4% Perp. Db. £2.00
Do. 5% Perp. Db. £2.50
Do. 11½% Rd. Db. 2004 £5.75
F & C Inv. Tst. 11.25% Db. '24 £5.625
Fortnum & Mason 7% Cm Pl 2.45p
Frogmore Ests. 13.85% 1st Mtg. Db. 2000/03 £8.925
Gartmore Shared Equity Tst. 2.4p
GATX \$0.375
Gen. Cons. Inv. Tst. Stepped. Pl. 2.006p
Glynwed Intl. 7½% Cm. Pl. 2.7125p

Grampian Hldgs. 7% Pl. 2.45p
GR Hldgs. 10½% Pl. 5.25p
Guardian Media 4% Cm. Pl. 1.4p
Hall Eng 5.55% Cm. Pl. 2.775p
Halshead (J) 5½% Cm Pl 1.925p
Hartlepool Water 8% Rd. Db. 92/94 £4.00
Hawtin 4.55% Pl. 2.275p
Helens 0.65p
Howitt 10% Cm. Pl. 5p
Hickson Cap. 7% Cv. Cap. Bds. '04 3.5p
Hickson Intl. 8½% Un. Ln. 88/94 £4.25
IMI 5½% Un. Ln. 01/08 £2.75
Intl. Inv. Tst. of Jersey 13% Rd. Pl. 6.5p
Jersey Elect 8% Gtd. 2000 £4.00
Kierco Electric 9½% Db. 06/10 £4.1123
Kleinwort O'esses Inv. Tst. 4% Cm. Pl. £2.00
Lazard Smelter Eq. Inv. Tst. Lm. Stppd. Pl. 6.375p
Lon. Park Hotels 10½% 1st Mtg. Db. 2000/05 £5.25
Manganese Bronze 8½% Cm. Pl. 2.8875p
Marley 11½% Db. '09 £5.9375
Marshalls 11½% Db. 92/2014 £5.6875
Marshalls Universal 7.5% Rd. Pl. 3.75p
Marvale Moore 10½% 1st Mtg. Db. '20 £5.25
Mid-Kent Water 4% Perp Db £2.00
Do. 5% Perp. Db. £2.50
Do. 8% Rd. Db. 92/94 £4.00
Mid Southern Water 3½% Perp. Db. £1.75
Do. 5% Perp. Db. £2.50
Molynieux Fin. 8½% 1st Mtg. Db. 2019 £4.125
More O'Farrell 10% Cm. 2nd Pl. 5p
Mucklow (A & J) 7% Cm. Pl. 2.45p
Murray Intl. Tst. 4% Db. £2.00
Newey 5% Cm. Pl. 1.75p
News Intl. 7% Cm. 1st Pl. 2.45p
Do. 8% Cm. 2nd Pl. 2.8p
Newton Chambers 5% 1st Cm. Pl. 1.75p
North East Water 3.75% Rd. Db. '12 £1.875
Do. 12% Rd. Db. 2005 £6.00
Do. 12.5% Rd. Db. 95/97 £8.15
Northern Rock Bldg. Scty. 12½% perm Int. Brg. £63.125
North Surrey Water 5% Db. £2.50
Do. 9½% Rd. Db. 94/96 £4.75
Pearson 9.3% Un. Ln. 96/2001 £4.65
Do. 13.625% Un. Ln. '07 £6.8125
Pittards 9.5% Cm. Pl. 4.75p
Quarto 8.75p Pl. 4.375p
Quicks 10% Cm. Pl. 5p
REA 9% Cm. Pl. 4.5p
Do. 12% Cv. Un. Ln. 2000 £6.00
Record 10% Cm. Rd. Pl. 5p
Regis Prop. 8½% Gtd. Un. Ln. '97 £4.375
Retail Corp 6½% Cm. Pl. 2.275p
Do. 5½% Cm. 2nd Pl. 2.0125p
River & Merc. Tst 5% Pl. £1.75
River Plate & Gen. Inv. Tst. 4% Db. lrrd. £2.00
Rolls-Royce Power Eng. 3% Cm. Pl. 1.5p
Do. 5.375% Cm. Pl. 2.6875p
Do. 11% Cm. Pl. 5.5p
Ropner 11.5% Cm. Pl. 5.75p

Rotork 9.5% Cm. Pl. 4.75p
Rugby 6% Un. Ln. 93/98 £3.00
Do. 3½% 1946 £1.75
Do. 7½% Un. Ln. 93/98 £3.875
St. Andrews Tst 5½% Cm. Pl. £1.8375
St. Davids Inv. Inc. 6p
Schnodders 8½% Un. Ln. 97/02 £4.375
Scott. Eastern Inv. Tst. 4½% Cm. Pl. £1.575
Scott. Mort. & Tst. 8-12% Stepped Int. Db. '26 £6.00
Scott. Natl. Tst. 6% Cm. Pl. 2.1p
Severn River Crossing 6% Il. Db. '12 £3.226
Simon Eng 9½% Db. 92/97 £4.625
Sinder 7½% Cm. Pl. 2.625p
Slough Ests 11.25% 1st Mtg. Db. '19 £5.625
Do. 12½% Un. Ln. 2008 £6.1875
Sutcliffe Speakman 9½% Rd. Pl. 4.75p
Temple Bar Inv. Tst. 9% Db. 17 £4.5375
Tendring Hundred Water Serv. 5% Db. £2.00
TMC Mort. Sec. No. 1 Mtg. Bkd. FRN '14 £21.38
T & N 11½% Mtg Db. 95/2000 £5.875
Tootal 4½% Perp. Db. £2.375
Trafalgar Hse 5.575% Cm. Pl. 2.7875p
Do. 7% Un. Db. 3.5p
Do. 8% 2nd Cm. Pl. 4p
Grand Metropolitan 5% Cm. Pl. 1.75p
Do. 6½% Cm. Pl. 2.1875p
GTE \$0.47
Hartlepool Water 24p
Hull Corp. 3½% (1st Issue) £1.75
Island Ov. Rd. Pl. 2.75p
Do. Units 13.40095p
Unigate 6½% Un. Ln. 92/97 £3.25
UK Prop 8½% Un. Ln. 2000/05 £4.25
VTR 2.5p
Waddington 4.2% Cm Pl 2.1p
Do. 5.8% Cm. Pl. 2.8p
Watmoughs 8½% Cm. Rd. Pl. '08 £4.125p
Wellman 50% Pl. 5p
West Kent Water 4% Perp Db £2.00
Do. 12½% Rd. Db. 1994/96 £8.25
Whitpool \$0.305
Widney 8.76% Cv. 2nd Pl. 2000 4.38p
Williamson Tea 6% Cm. Pl. 2.1p
Wilson (Connolly) 8% Cm. 1st Pl. 2.8p
Do. 10.5% Cm. 2nd Pl. 5.25p
Wolverhampton & Dudley Brew. 6% Cm. Plg. Pl. 2.8p
Wood (A)(Longport) 7½% Cm. Pl. 2.625p
Wywale Garden 8.5p Cv. Cm. Rd. Pl. 4.25p
Yorkshire Chems 5% Cm Pl 1.75p
York Waterworks 5% Db. £2.50

Do. 3% 1947 £1.50
Do. 3% 1952 £1.50
Do. 3½% 1946 £1.75
Do. Gas Annulites 50p
Do. Water Annulites 50p
Blackburn Corp 3½% lrrd £1.75
Do. 4% Cons. Db. lrrd. £2.00
Blockleys 6% Cm. Pl. 1.05p
Boosey & Hawkes 5½% Cm. Rd. 1st Pl. 1.925p
Do. 7% Cm. Pl. 2.45p
Calgary & Edmonton Rwy 4% Db. (2002) £2.00
Can. Pacific 4% Perp. Cons. Db. £2.00
Capital Inds. Cv. Rd. Pl. 01/05 4p
Coastal Corp. \$0.10
Commercial Union 3.5% Cm Pl 1.75p
Crane Europe 5½% Cm. Pl. 1.925p
Elliott (S) 3.15% Cm. Rd. Pl. 1.575p
FI 7.7% Cv. Rd. Pl. 95/99 3.85p
First Chicago \$0.55
Flomine O'esses Inv Tst 4½% Perp. Db. £2.25
Friendly Hotels 4½% Cv. Rd. Pl. 2.375p
Do. 7% Cv. Rd. Pl. 3.5p
Do. 11½% 1st Mtg. Db 2015 £5.625
Fuller Smith & Turner 4.2% Cm. Pl. 2.1p
Do. 8% 2nd Cm. Pl. 4p
Grand Metropolitan 5% Cm. Pl. 1.75p
Do. 6½% Cm. Pl. 2.1875p
GTE \$0.47
Hartlepool Water 24p
Hull Corp. 3½% (1st Issue) £1.75
Island Ov. Rd. Pl. 2.75p
Do. Units 13.40095p
Unigate 6½% Un. Ln. 92/97 £3.25
UK Prop 8½% Un. Ln. 2000/05 £4.25
VTR 2.5p
Waddington 4.2% Cm Pl 2.1p
Do. 5.8% Cm. Pl. 2.8p
Watmoughs 8½% Cm. Rd. Pl. '08 £4.125p
Wellman 50% Pl. 5p
West Kent Water 4% Perp Db £2.00
Do. 12½% Rd. Db. 1994/96 £8.25
Whitpool \$0.305
Widney 8.76% Cv. 2nd Pl. 2000 4.38p
Williamson Tea 6% Cm. Pl. 2.1p
Wilson (Connolly) 8% Cm. 1st Pl. 2.8p
Do. 10.5% Cm. 2nd Pl. 5.25p
Wolverhampton & Dudley Brew. 6% Cm. Plg. Pl. 2.8p
Wood (A)(Longport) 7½% Cm. Pl. 2.625p
Wywale Garden 8.5p Cv. Cm. Rd. Pl. 4.25p
Yorkshire Chems 5% Cm Pl 1.75p
York Waterworks 5% Db. £2.50

MEPC 10½% 1st Mtg Db. 2024 £5.375
Mersey Docks & Hbr 3½% lrrd. Db. £1.8125
Do. 6½% Rd. Db. 94/97 £3.3125
Mucklow (A & J) 11½% 1st Mtg Db. 2014 £5.75
Murray Inc Tst. 4.25% 2.125p
New Brunswick Rwy 4% Perp. Cons. Db. £2.00
Newcastle-Upon-Tyne Corp. 3½% lrrd. £1.75
Oldham Corp. 4% Db. £2.00
P & O 6.75% Cv. Rd. Pl. 3.375p
Port of Lon. Authority 3% Port of Lon. A 29/99 £1.50
Powell Duffryn 4½% Cm. Pl. 0.83125p
Reading Corp. 3% (1962 or after) £1.50
Redcliff & Colman 5% Cm Pl. 1.75p
Renold 6% Cm. Pl. 2.1p
Rep New York \$0.33
Russell (A) 5.75% Cm. Cv. Rd. Pl. 2.875p
Seatchi & Seatchi 6% Cv. Un. Ln. '15 £3.00
Seas 7% A Cm. Pl. 2.45p
Do. 7½% Cm. Pl. 2.625p
Do. 12½% Cm. Pl. 4.375p
Shoptite Fin. (UK) Cm. Pl. 2009 3.9375p
Simon Eng. 4% Cm. Pl. 94/96 2p
Do. 5.4% Cm. Pl. 2.7p
Do. 6% Cm. Pl. 2.1p
Do. 6.5% Cm. Pl. 1991/96 3.175p
Do. 7.75% Cm. Pl. 1992/97 3.875p
Simons 7½% Cm. Pl. 2.625p
Smith (J)(Field Head) 5½% Cm. Pl. 1.925p
Sth. Australia 3% Cons. lrrd. (1916 or after) £1.50
Southland Prop. 5½% Cm. Cv. Rd. Pl. 2.75p
Do. 8% Cv. Un. Ln. '20 £4.00
Sunderland Corp. 3% Funded Debt. Ann. £1.50
Do. 4½% lrrd Db £1.75
Do. 4% lrrd Db £2.0
Do. 4% lrrd Db (1994) £2.0
Do. 5% lrrd Db £2.50
Do. 5% lrrd Db (1994) £2.50
Do. 10% Rd Db 1996/98 £5.0
Toronto Grey Rail. 4% 1st Mtg. Bds. £2.00
Town Centre Sec. 9% Cv. Un. Ln. 96/2000 £4.50
Xerox \$0.75
York Waterworks 5% Db £2.50
Do. 11.8% Rd. Db. 1995/97 £5.90
Young & Co's. Brewery 3½% lrrd. Mtg. Db. £1.75

UK COMPANIES

■ TOMORROW
COMPANY MEETINGS:
River & Mercantile Extra Income Trust, New Connaught Rooms, Great Queen Street, W.C., 12.00
TR Far East Income Trust, 5th Floor, 3 Finsbury Avenue, E.C., 12.00
■ FRIDAY
DECEMBER 29
COMPANY MEETINGS:
Greston Land & Estates, 34

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THE
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PRIZE

David Thomas was a Financial Times journalist killed on assignment in Kuwait in April 1991. Before joining the FT he had worked for, among others, the Trades Union Congress.

His life was characterised by original and radical thinking coupled with a search for new subjects and orthodoxies to challenge.

In his memory a prize has been established to provide an annual study/travel grant to enable the recipient to take a career break to explore a theme in the fields of industrial policy, third world development or the environment.

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Applicants, aged under 35, of any nationality, should submit up to 1000 words in English on this subject, together with a brief c.v. and a proposal outlining how the award would be used to explore this theme further.

The award winner will be required to write a 1500 to 2000 word essay at the end of the study period. The essay will be considered for publication in the FT.

CLOSING DATE JANUARY 6 1995

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PORSCHE

MANAGEMENT

Most managers know something about valuing key investment decisions. They have frequently heard of net present value, discounted cash flow, internal rate of return, payback and sensitivity analysis.

Yet in management practice these financial tools are so often distorted, degenerating into a "numbers game". An *Alternative Guide to Corporate Finance* might translate NPV to "numbers prevent vision" and DCF as "deliberate cash fudge". "Sensitivity analysis" might become "insensitivity analysis" (that is - knowing the right answer and then playing with the assumptions to get there). "Payback" might be more suitably translated as "pray-back", emphasising managers' fear of longer-term uncertainty in decision making.

On this page earlier in the year (February 9) Elroy Dimson and Paul Marsh of the London Business School suggested that many companies are in danger of under-investing because they are applying too high a cost of capital. The numbers game has thus become a corporate ritual, even though the financial environment has changed.

But could it be that some of the bias towards unduly high hurdles of cost of capital is due to the very limitations of the business and financial assumptions which managers make? Our own research of five large corporations has highlighted that there are many not-so-obvious reasons why managers may be looking at investment decisions using the wrong lens.

Applying the appropriate cost of capital may be important but it is not nearly as important as identifying the underlying sources (or "drivers") of value. These are typically whether the investment decision exploits an inherently (and sustainably) attractive opportunity; or where it builds from; or on some area of competitive advantage; or where there are tangible and measurable synergies. Possibly it is based on some area of distinctive implementation capability. Finally, it might be a function of simple, good timing.

These tests - attractiveness, competitive advantage, tangible synergy, implementation and timing - can be used to probe the softer drivers of value which our research study explored.

We conducted in-depth studies with small groups of managers in five leading organisations - Rolls Royce Aeromotives, International Distillers and Vintners (part of Grand Met), Post Office Counters Business, London Underground and BP. From managers' point of view there were three main problems or "curses" surrounding investment appraisal - uncertainty, intangibles and interdependencies.



Beyond the numbers game

Tony Grundy and Keith Ward say there are nine key principles to ponder when appraising investments

Together these problems far outweighed those associated with the cost of capital.

The uncertainties included not only external uncertainty (such as the economic, regulatory and competitive environment), but also internal uncertainties (such as implementation capability, management's commitment and intent).

Intangibles turned out to pose particularly acute problems for managers. These are often seen as the "no-go" areas of financial analysis, and covered a "wide range of value, from improving customer service through to defending against competitive erosion and areas of future opportunity.

We found that almost all intangibles could be subjected to some form of targeting, even if only by way of indicators. Our argument goes - if we can't think of any world in which value might be harvested, then intangibles don't really have genuine value at all. Finally, we discovered that project decisions faced by managers were not like the "stand alone" projects described in traditional financial texts. They are interdependent

with the business areas or with other projects coming on stream. It seemed sensible, often, to appraise them as part of a larger set when these interdependencies were complex, rather than in isolation. The issue of interdependencies needs to be tackled on a case-by-case basis, again by understanding the key value drivers (internal and external) - and how these are linked.

We are not saying improved, and more balanced, analysis alone will dissolve the numbers game

We discovered that in those instances where managers found decision-making intractable, those decision zones became much clearer if coupled with strategic thinking to fit the project to the business strategy. A simple way of forging closer links was to specify strategic objectives for each project, and to do this explicitly rather than implicitly. During the action research study,

managers gained further insights by asking questions such as "if we have a project with X million pounds NPV, how does this exploit market imperfection for advantage? Is it because it exploits a particularly attractive market segment (and if so, for how long)?

Or is it because we have a wonderful, and sustainable, competitive advantage? Or is it because we have synergies (killing two birds with one stone), or have some very powerful innovation? These tests can be used to explore each decision and challenge the assumptions underlying project value.

By probing the three areas of uncertainty, intangibles and interdependencies through strategic thinking much of the strain on the financial numbers dissolves. This reduces the temptation to use the unnecessarily high hurdle rates of return which Dimson and Marsh highlight.

What we are not saying is that improved, and more balanced, analysis alone will dissolve the numbers game. Better strategic and financial analysis needs to be supported by two things.

First, it requires a more open process of debate on key decisions, for instance using workshop or learning approaches rather than business meetings as a primary evaluation tool.

Second, it requires more challenge by senior management (and not less) to reshape the project to add more value or to achieve similar value at lower cost and risk.

Too often, the testing of a business case becomes akin to a legal battle between defence and the prosecution. This climate does everything to dissuade open debate of the assumptions which a learning process using key strategy and financial tools implies.

Managers may find it fruitful to ponder nine key principles which help lift investment appraisal above the numbers game.

1. Identify the most appropriate level of analysis (this may be the project itself, a group of projects or possibly the business unit strategy - based on an analysis of the interdependencies).

2. Explore the key value drivers which have an impact on the project (including the competitive environment, margin potential, cost base, quality of implementation, timing).

3. Evaluate the key sources of internal and external uncertainty. 4. Where intangibles exist, target them and set measures (if not primary, financial measures, then secondary, operational or competitive measures).

5. Where value is of a contingent nature, then examine the conditions under which this value might arise and the likelihood of it crystallising. 6. Where value is protective or defensive, explore how this value can be gained at least cost and through what other options.

7. Compare a basket of financial measures (including both NPV and payback) and ensure that short-term goals don't drive out longer-term goals, and vice versa.

8. Generate challenge in the decision process by openly exposing key assumptions and uncertainties through learning workshops. 9. Use management challenge in a supportive way to re-shape the project: a project not initially passing the net present value test may still be worth pursuing.

**Managers' Perspectives on Making Major Investment Strategic and Financial Appraisal, British Journal of Management, Vol 4, December 1993, Grundy A N and Johnson G. Also Corporate Strategy and Financial Decisions, Grundy A N, Egan Page, 1992.*

Tony Grundy is associate in financial strategy and Keith Ward is professor in financial strategy at Cranfield School of Management.

Ian Hamilton Fazey on the perils of initiative fatigue

Change for change's sake

Initiative "fatigue" is creeping into some British companies. A study of innovation and the initiatives designed to encourage it suggests that some managers have been more concerned with change for the sake of it rather than actually achieving anything.

The research is by Bob Sweeting of the School of Management at the University of Manchester Institute of Science and Technology, who has been looking at whether government-sponsored initiatives and agencies trying to change the industrial infrastructure really do work.

Sweeting says initiative fatigue is characterised by a fall in morale as one innovative initiative follows another with little or no apparent benefit for the effort of making the changes. This leads to change becoming an end in itself.

Worse, those in charge, or closely related to the changes, institutionalise the process to justify themselves, so that the initiatives become catalysts for empire building. This in turn leads to something even worse.

"The same people also become celebrities, much called upon by outside agencies to talk to others about the changes... this becomes very time-consuming," Sweeting says.

"There was a clear feeling among managers that a balance was required between giving innovative changes credibility, visibility and support, while keeping a clear view of what the business was all about and what customers really needed and were prepared to pay for - and in sufficient quantities to ensure financial viability and achieve growth objectives for the company."

Previous research by Sweeting into new accountancy techniques demonstrated that some managers embrace novel methods in search of panaceas, rather than through understanding their problems and how - or whether - to use the new techniques to solve them.

"Innovation" seems to attract many of the same followers. The more knowing among

interviewees had learned from experience that innovation in itself was no substitute for a well-rounded, grounded and robust business approach. Sweeting says: "Some companies highlighted as exemplars of manufacturing process excellence were at the same time struggling for commercial survival."

Sweeting says the local social, cultural and business environment often plays a large part in success. Entrepreneurship is driven by a common culture, or shared attitudes. Sometimes these are based on an elitist group, or a family network, or widespread educational attainment. A modern example is Silicon Valley; an earlier one lies in north-west England during the industrial revolution.

'Constant change blunts enthusiasm and reduces the chance of new initiatives working'

"A dynamic period of change in recent decades has left manufacturing industry in north-west England disoriented and ill-positioned. However, one of the key findings of this study is that it is vital to prevent initiative fatigue. Constant innovative change blunts enthusiasm and reduces the chance of new initiatives working," Sweeting warns.

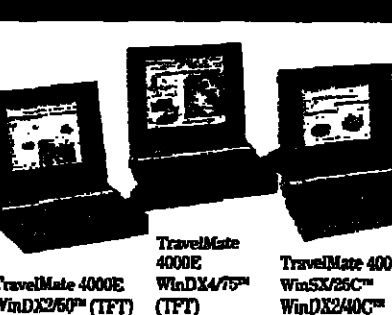
He says "management socialising" can play a part in improvements as networks form and people understand better why initiatives work or fail and which might be best for them. He also thinks the government should support a guide to agencies charged with promoting innovation, to help companies shop around for the most appropriate.

Too many agencies have secure funding for their first two or three years only. They begin by doing what they are supposed to for 90 per cent of the time but later spend a similar amount of time trying to secure further funding as the money runs out.

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01418-300 - São Paulo - SP - BRAZIL
Telephone (011) 289-1451

At the time of Bid Documents purchase, all companies shall present a letter containing their complete mailing address.

The receipt of pre-qualification and Bid Documents is scheduled for April 4, 1995 at 3:00 PM at COPEL's head office conference room, at Rua Colônia (Delfino), 800, 10th floor, in Curitiba.

The Bidding will be held by Law no 6.566 dated June 21, 1993, with alterations appended by Law no 8.823, dated June 8, 1994 and by other conditions stated herein and in the Contract Documents.

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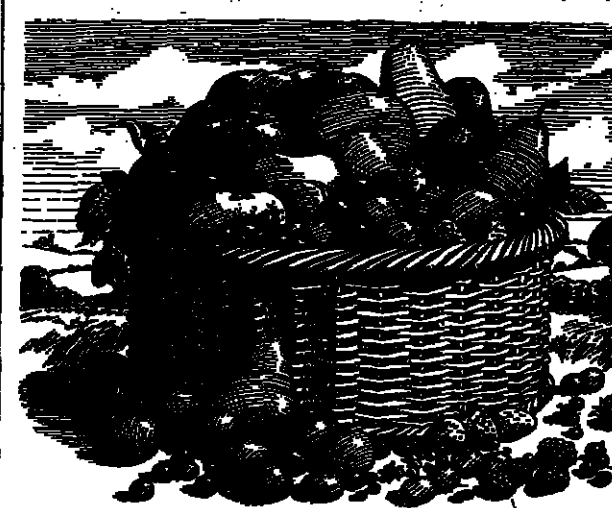
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The good, the bad and the positively eccentric

Christopher Dunkley looks back at television programmes over the last 12 months

In 1994 television brought us the BBC's excellent adaptation of *Middlemarch* but also *The National Lottery Live*. People groaned at the mindlessness of the game-show from hell, *Don't Forget Your Teeshirt*, and stayed silent, mostly about the excellence of *Watergate*, which finally revealed the astounding details of the most bizarre affair in modern American politics.

Phil Agland, previously known for the unforgettable *Baka, People Of The Rain Forest*, went to China and made a superb series called *Beyond The Clouds*, about everyday events in a country town, which proved that some aspects of life (the generation gap) are universal, while others (attitudes towards medicine) vary dramatically between countries. Little was said about it. In other words, television was, as ever, providing the good and the bad and, as ever, being noisily attacked for the bad and rarely praised for the good.

Perhaps it is just human nature. For some reason, when you sit down at the year's end to prepare any sort of audit, it is the disappointments which spring to mind. Who can forget, for instance, the cascade of lamentable comedies throughout the year, with far too many contributed by BBC1: *Nelson's Column*, set in a newspaper office; *Honey For Tea* in which the previously indefatigable Felicity Kendal came a cropper, playing an American matron in a Cambridge college; and *Nice Day At The Office* which was so dreadful that you had to watch several episodes to make sure that there was not something subtle going on which you had missed. There was not.

Of course BBC1 was not alone. BBC2 piloted a comedy called *The High Life* about the squabbling members of an insufferable cabin crew on a Scottish airline. Seeing how appalling it was, someone has commissioned six more episodes to start in the new year. ITV had fewer comedy failures, largely because they had fewer tries, but *Mother's Ruin*, set in an alternative health shop, with *Dora Bryan* playing the tipsy mother of a middle-aged son (Roy Barraclough, fresh out of *Coronation Street*) was so old fashioned that it was sometimes unintentionally funny. You could hardly blame ITV's *House Of Windsor* for damaging the reputation of the royal family, given the greater damage done throughout the year by the members of the family themselves - not least via ill-advised television programmes - but this was not the most sophisticated comedy ever seen on television.

Comedy was not a complete disaster area, but several of the year's best series turned out to be remarkably old. With a bit of editing to bring the shows down to 40 minutes, the BBC proved in *Morecambe And Wise: Bring Me Sunshine* that those who suspected the old hoovers would outshine any of their successors were absolutely right. And *The Last Steps* similarly confirmed that

there is nobody writing television comedy in Britain today who even aspires to creating the sort of complexity or subtlety of relationship which Galton and Simpson achieved via Wilfred Brambell and Harry E. Corbett.

The best of the 1994 comedies were *The Day Today* which fed off the crassness of television itself and *Rory Bremner - Who Else?*, a show which gets more topical and more sassy with each series.

There were plenty of other let downs. Channel 4 had the praiseworthy idea of commissioning three new "operas" for television which, in the event, looked as though they set out deliberately to confirm all the worst expectations of opera-phobes, being pretentious, unmelodious and silly. The first major piece of drama actually produced by Sky 1 rather than being bought secondhand, *Red Eagle*, was a run-of-the-mill thriller with poor direction and (consequently, perhaps) poor acting.

Horizon, one of the most consistently admirable series, celebrated its 30th birthday with the most daft and incomprehensible edition I have ever seen. *Between The Lines* slithered from first to third rate when it bafflingly abandoned the setting of an internal police investigation division and became just another crime series.

However, looking back through a year's notebooks it is fascinating to find how much good material has failed to spring to mind. Take drama series, the category used by ITV to sustain the centre of its evening ratings. Most of their series about doctors, policemen and so on, were pretty ho-hum, but the nine o'clock ITV slot also contained *Shogun*, with Sean Bean swathing his buckle through the Peninsular War; *Finney* in which David Morrissey played the reluctant gangster who just wants to be left alone to strum his double bass; and, best of all, another excellent run - the best yet - of *Cracker*, with Robbie Coltrane playing the psychologist-detective. Politically correct rights attacked it for being anti-black, anti-woman and anti-semitic, but the people at Granada stuck to their guns, knowing that they were protected by the quality of the drama and by the fact that you only had to wait to find that it was, on balance, pro-black, pro-woman and pro-semitic.

In the same category the BBC offered us Richard Griffiths - larger even than Coltrane - as the would-be retired detective who only wanted to be left alone to run his terribly English restaurant in *Pie In The Sky*; a medical series called *Cardiac Arrest* which was said to be an insult to the medical profession, but which seemed, to some of us who have worked in hospitals, to be only too horribly accurate; and the all-human-life-is-there saga of the dustmen - whoops, refuse operatives - *Common As Muck*. Most undervalued and least noticed was probably *Takin' Over The Asylum*, an autumn series on BBC2 which managed to move beyond tele-



Patrick Malahide and Juliet Aubrey in the BBC's successful adaptation of George Eliot's 'Middlemarch'; and old Morecambe and Wise shows outshone any new attempts at comedy programmes

vision's previous stereotypes. Good documentaries were thin on the ground, though *Secret History* offered an interesting revisionist version of the bomb busters' raid, and Edward Moxon brought us an eye-opening account of Britain's ice dance champions, *Torvill And Dean: Facing The Music*, which revealed that Mr Dean ran the partnership with a rod of sarcasm. It was the attempt by Torvill and Dean to win another Olympic gold medal which produced not only the highest rating for an unrepeatable programme in 1994, but the highest in a decade: they attracted 29.95m viewers.

The National Lottery Live which we were assured behind hand would achieve huge figures actually managed 20.2m in the first week, 18.5m in the second, and by week three had slipped to fifth place in the national Top 10 with 15.7m. The two strongest documentary series were both on BBC2: *White Heat* which looked at the development of technology and the way we have reacted to it; and *The Fall Of The Wall* which investigated the detail of the events leading up to the

fall of the Berlin wall and proved, yet again, just how compelling detail can be. BBC2 also had a powerful showing in current affairs series. *Heretic* introduced us to scientists whose ideas did not win the approval of their peers, a failure as damaging in science as in religion. *The Trial* took British television cameras inside British - actually Scottish - courts for the first time. And *Midnight Hour* provided a forum for the discussion of the day's politics.

We saw the last of *Minder* and *That's Life!*, but Esther Rantzen was pretty soon back on screen with a daytime studio agony show - called *Esther*, of course - which is already better than the odious Kibbey-Silk thing (what isn't). It and Ms Rantzen have some way to go before it begins to challenge the American originals such as *Donahue*. The year brought a *Commonwealth Games* and a football *World Cup* to keep the sports departments, if not British fans, happy. And *Question Time* dispensed with the ser-

vices of Peter Sissons, took on David Dimbleby, and dished out "Yes, No, Don't Know" keypads to the audience. None of which made any difference. This was also the year when television almost ceased to transmit bright, cheery programmes about Aids in which dim personalities claim "We're all equally at risk now".

The best arts programme of the year was the poignant and moving interview in *Without Walls* between Melvyn Bragg and the most important British dramatist of our generation, Dennis Potter. He was, he told us, dying of cancer, and he swigged morphine from a flask with a bravura that made you want to cheer and weep. Weeks later he was gone, having died of cancer in his final months to leave us two drama series, *Kavkaz* and *Cold Lazarus*, which we are to see in 1995. Other memorable arts programmes included a *South Bank Show* celebrating the life and work of Larry Adler and George Gershwin; an *Omnibus* on the astonishing working methods of actor Robert Stephens; and Channel 4's coverage

of the building of the new Glyndebourne theatre and the opening performance of *The Marriage Of Figaro*.

If obliged to make awards mine would go to four eccentric marvels. First, from January, Jonathan Meades' splendidly unclassifiable series *Further Afield* which offered engrossing and hilarious programmes on vertigo, brewers, golf and pigs. Next, also from the start of the year, *The Unpleasant World Of Penn And Teller*, which combined comedy and conjuring with quantities of bad taste and endeavoured to give away many of the tricks of the protagonists' trade. Third, *Billy Connolly's World Tour Of Scotland* in which a fond travelogue was married to some foul-mouthed and yet hilarious stand-up comedy routines. And fourth, Christopher Hitchens' hatchet job on Mother Teresa in *Without Walls*, a programme which kept alive the libertarian ideal of real freedom of speech rather than the wan little imitation which we know so well.

Roll on 1995, when cable comes to our street. Let a thousand channels flourish!

Obituary Playwright's talent for angry words

John Osborne, who has died at the age of 65, made an unforgettable mark in the British theatre with the first performances of *Look Back In Anger* at the Royal Court in 1956. Although he went on to write other memorable plays and produced two volumes of autobiography, nothing can compare with that first, heady triumph.

Osborne had been a reporter and an actor. By the early 1950s he had also written several plays, though without success. Even *Look Back In Anger* had been turned down by agents and managers throughout the country. Then Osborne saw a notice in the *Stage*, saying that the newly-formed English Stage Company under the artistic direction of George Devine was looking for new works.

Along with some 750 other applicants, he sent in his text. *Look Back In Anger*, which Osborne said he wrote in 12 days in May 1955, was the only one selected for performance. Even then acclaim was not immediate. Derek Granger of the *Financial Times* was one of the few critics on a national daily to admire the piece on the first night.

The Sunday papers treated Osborne better. In a famous article in the *Observer*, Kenneth Tynan wrote of the play presenting "post-war youth as it really is, with special emphasis on the non-U intelligentsia who live in bed-sitters... All the qualities are there, qualities that one had despaired of ever seeing on the stage - the drift towards anarchy, the instinctive leftishness, the automatic rejection of 'official' attitudes, the surrealist sense of humour".

Jimmy Porter, the hero or anti-hero of the play, began to be seen as the spokesman for the younger generation. Yet Osborne had been lucky in his timing. Neither he nor Jimmy Porter was the first of the "angry young men", as they came to be called.

Kingsley Amis had already established a new post-war irreverence with his novel *Lucky Jim* in 1954 and for a while the angriest young man of them all seemed to be the now almost forgotten Colin Wilson for his literary and philosophical study, *The Outsider*. Where Osborne scored was to do it on stage where all of them gained in publicity was in the way they were taken up by the popular press.

Tynan was also wrong in one main respect: there was no

"instinctive leftishness" about Osborne. Like most of the other angry young men, he moved steadily to the right and may not have been far away in the first place. *Look Back In Anger* is about changes in generational and social attitudes; there is nostalgia as well as anger. An important line comes when Alison, the upper class wife of Jimmy Porter, explains to her father, who has spent most of his life in India: "You're hurt because everything is changed. Jimmy is hurt because everything is the same. And neither of you can face it. Something's gone wrong somewhere, hasn't it?"

The success of *Look Back* led to suggestions at the time that there had been a revolution in the British theatre: the kitchen sink was in, the drawing room was out, and certainly the plays of Terence Rattigan and William Douglas-Home fell out of fashion.

Osborne went on to other successes. He attracted great actors: Laurence Olivier in *The Entertainer*, a play comparing the decline of the music hall to the decline of Britain, the young Albert Finney in his most cerebral play, *Luther*, and Nicol Williamson in *Inadmissible Evidence*, recently revived with a different actor at the National - a theatre that Osborne claimed never much to have liked. He also wrote the screenplay for *Tom Jones*.

Much of his reputation was for invective: from the tirades of Jimmy Porter to some of the passages in his autobiographies about his mother, whom he publicly disliked, and ex-wives. Yet at his best he was simply a good writer with a talent for the stage. His last play, *Deafheaven*, a revisiting of Jimmy Porter more than 35 years on, was performed at the Comedy in 1992 and received less praise than this critic thought it deserved. Fashion had changed; by then Rattigan was back in London.

A small annual tribute will continue to be paid to him in the St Valentine's day messages from bears and squirrels in the newspapers. That was just like Alison and Jimmy when they clicked, though for that Osborne was derided by some at the start.

He is survived by his fifth wife, Helen Dawson, and one daughter. He was previously married to Pamela Lane, Mary Ure, Penelope Gilliatt and Jill Bennett.



John Osborne, who has died aged 65, was credited with sparking a revolution in British theatre

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Het Concertgebouw Tel: (020) 671 8345
● European Baroque Orchestra: Wieland Kuijken conducts Telemann, Muffat and Bach at 8.15 pm; Jan 8
● Royal Concertgebouw Orchestra: with violinist Sarah Chang, Charles Dutoit conducts Berlioz, Lalo, Stravinsky and Ravel at 8.15 pm; Jan 4, 5, 8

BERLIN

CONCERTS
Philharmonie Tel: (030) 2548 8132
● Berlin Philharmonic Orchestra: with conductor Claudio Abbado and soloists Sylvia McNair, Ulla Gusemann play Schumann at 8 pm; Dec 30, 31 (5.15 pm)

BRUSSELS

CONCERTS
Philharmonie de Bruxelles Tel: (02) 507 84 34
● Monnaie Symphony Orchestra: with the Monnaie Choir conducted

by Antonio Pappano plays Brahms at 8 pm; Jan 8

BOLOGNA

OPERA/BALLET
Teatro Comunale Tel: (051) 529999
● Serse: by Handel. An English National Opera of London production at 8.30 pm; Dec 30; Jan 3, 5, 8

LONDON

CONCERTS
Barbican Tel: (071) 638 8891
● LSO New Year Venues: Concerts: conducted by John Georgiadis, the music of Strauss in this traditional celebration of the New Year at 7.30 pm; Dec 31; Jan 1, 2
● Royal Philharmonic Orchestra: conducted by Bramwell Tovey plays Mendelssohn, Handel, Bruch and Beethoven at 8 pm; Jan 7
● Festival Hall Tel: (071) 928 8800
● Johann Strauss Glee: the Johann Strauss Orchestra with director John Bradbury, soprano Marilyn Hill-Smith and the Johann Strauss Dancers plays a programme of music by Strauss. First performance at 3.15 pm, then at 7.30 pm; Jan 1

GALLERIES

Hayward Tel: (071) 261 0127
● Romantic Spirit in German Art 1790-1990: examines work of early Romantic painters. Includes section on German Expressionists; to Jan 8
● Sargentine Tel: (071) 402 0343
● Picasso's final major exhibition of works by the German artist including 'Kiss of the Rhinoceros'; to Jan 8
Tate Tel: (071) 887 8000

● James McNeill Whistler: major survey of the Victorian painter and designer; to Jan 8

OPERA/BALLET

Festival Hall Tel: (071) 928 8800
● The Nutcracker: by Tchaikovsky. English National Ballet and its Orchestra conducted by Ben Stevenson at 7.30 pm; to Jan 2 (Not Sun)
Royal Opera House Tel: 071 340 4000
● Cinderella: music by Prokofiev. Created by Frederick Ashton in 1948, this was the first full-length ballet by an English choreographer at 7.30 pm; Dec 30, 31; Jan 3
● Swan Lake: by Tchaikovsky. Choreographed by Marius Petipa and Lev Ivanov, production by Anthony Dowell at 7.30 pm; Jan 5
● The Sleeping Beauty: a new production of Tchaikovsky's ballet. Produced by Anthony Dowell, set designed by Maria Bjornson at 7.30 pm; Dec 28; Jan 4 (2 pm)

THEATRE

Barbican Tel: (071) 638 8891
● New England: World premiere of Richard Nelson's new play. No performance 12-15th Dec, otherwise at 7.15 pm; to Dec 29 (Not Sun)
National, Lyttelton Tel: (071) 928 2252
● Out of a House Walked a Man: by Daniel Karmali. A Royal National Theatre and Theatre de Complicité co-production of a collection of musical scenes by the Russian absurdist writer at 7.30 pm; Jan 7 (2.15 pm)
● The Children's Hour: by Lillian Hellman, directed by Howard Davies at 7.30 pm; Dec 28, 29 (2.15 pm),

30, 31 (2.15 pm); Jan 2, 9
Queen Elizabeth Hall Tel: (071) 928 8800

● Cinderella: by Rossini. The Music Theatre London present this new translation by conductor and musical arranger Tony Britten, and director Nicholas Broadhurst at 7.15 pm; to Jan 3 (Not Sun)
● Rossini's Cinderella: new translation by conductor Tony Britten and director Nicolas Broadhurst at 7.15 pm; Jan 2 (2.15 pm), 3

NEW YORK

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Brooklyn Museum Tel: (718) 638 5000
● Indian Miniature Paintings: 80 jewel-like paintings from the 15th-19th century; to Jan 8 (Not Mon)
Metropolitan
● Ann Hamilton: exhibition reveals the artist's interest in the relationship between sight and touch; to Jan 3
● Origins of Impressionism: 175 paintings by Parisian artists of the 1860's; to Jan 8 (Not Mon)
● William de Kooning's Paintings; to Jan 8 (Not Mon)

OPERA/BALLET

Metropolitan Tel: (212) 362 8000
● Die Fledermaus: by J. Strauss. Sung in German with English dialogue at 8 pm; Dec 29, 31; Jan 5, 7
● L'Elisir d'Amore: by Donizetti. Produced by John Copely, choreographed by Hoyos, Marin and Galla, music by Pazo Arrigas at 8.30 pm; to Jan 7
● Madame Butterfly: by Puccini at 8 pm; Dec 30; Jan 4, 7
● Peter Grimes: by Britten. English at 8 pm; Dec 28, 31; Jan 3

New York State Theater Tel: (212) 870 5570

● The Nutcracker: by Tchaikovsky, performed by the NY City Ballet. Tue-Thu 8 pm. Fri 8 pm. Ping for other times and matinees; to Dec 31 (Not Mon)

THEATRE

Manhattan Theatre Club Tel: (212) 581 1212
● Lovel Valour Compassion: latest play by Terence McNally (of Kiss of the Spiderwoman fame), directed by Joe Mantello. Sun. performance at 7pm otherwise at 8 pm; to Jan 1 (Not Mon)
Richard Rodgers Theatre Tel: (212) 307 4100
● A Christmas Carol: engaging one man show of the classic with Patrick Stewart at 8 pm; to Jan 8

PARIS

GALLERIES
Grand Palais Tel: (1) 44 13 17 17
● Gustave Callebaut: retrospective of the painter and patron of art who belonged to the circle of Impressionists; to Jan 9
● Poussin: 400th anniversary retrospective; to Jan 2
Musée d'Orsay Tel: (1) 45 49 11 11
● Forgotten Treasures from Cairo: a rich collection of works by Ingres, Courbet, Monet, Rodin, Gauguin and others; to Jan 9 (Not Mon)
OPERA/BALLET
Châtelet Tel: (1) 40 28 28 40
● Christina Hoyos: Flamenco choreographed by Hoyos, Marin and Galla, music by Pazo Arrigas at 8.30 pm; to Jan 7
Champs Elysees Tel: (1) 47 23 37
21/47 20 08 24
● Nutcracker: Tchaikovsky's ballet

performed by the Kirov ballet company, St. Petersburg at 8.30 pm; Dec 28, 29, 30, 31
Opéra National de Paris, Bastille Tel: (1) 47 42 57 50
● Swan Lake: by Tchaikovsky. Choreographed and produced by Rudolf Nureyev. Conducted by Vello Pähn/Ermano Florio at 7.30 pm; to Dec 31 (Not Sun)

WASHINGTON

CONCERTS
Kennedy Centre Tel: (202) 467 4600
● New Year's Eve at the Kennedy Center: Members of the National Symphony Orchestra perform popular tunes and waltzes at 9 pm; Dec 31
GALLERIES
National Gallery Tel: (202) 737 4215
● Roy Lichtenstein: A survey spanning four decades of the American Pop artist; to Jan 8
OPERA/BALLET
Washington Opera Tel: (202) 416 7800
● Semele: by Handel. Conductor Martin Pearlman. Roman Tarlecky directs a Zack Brown production at 8 pm; Jan 7 (7 pm), 9 (7 pm)
● The Bartered Bride: by Smetana. Conducted by Heinz Fricke, in English at 7 pm; Dec 31; Jan 2, 8 (2 pm)

THEATRE

Arena Stage Kreger Theater Tel: (202) 554 9066
● Miscellaneous: by Bernard Shaw, directed by Kyle Donnelly; to Jan 8
Orney Tel: (703) 824 3400
● Cinderella: Rogers and Hammerstein musical version of the classic fairytale, directed by Mark Waldrop at 7.30 pm; to Dec 31

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an Hamilton Fazez on the perils of initiative fatigue

Change for change's sake

Constant change blunts enthusiasm and reduces the chance of success

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"Cigna? What's that, a horse?" It was the sort of conversation you might expect in an Irish pub as Saturday night slipped into Sunday morning in Pat Barrett's, one of Loughrea's favourite haunts, where people seem to know about the American healthcare company installed among the dry stone walls next to the Gaelic Athletic Association.

Like the Burt Lancaster character in *Local Hero*, who descends on a remote Scottish village with big business plans, Cigna is something of a mystery to many of the 3,500 inhabitants of this west of Ireland town close to the sea.

"The only thing I know is that my wife plays bridge in a group called the Cigna pairs," says Joe, as he passes round a plate of crab claws.

Bertie Donoghue, local correspondent for the *Connaught Tribune*, who for 54 years has in his own words "chronicled the passing parade", says: "It comes over by satellite every day, some kind of hospital accounts I think, and they send them back mostly by computer... Gives a lot of young ladies a lot of hope."

Cigna is, in fact, one of several US companies that have set up back offices in the heart of the Irish countryside, reducing their wage bills thanks to advances in telecommunications.

The office handles around 5,000 medical claims a day, equivalent to 20 per cent of Cigna's business. The paperwork - from doctors, patients and corporate clients across the US - is flown to Shannon from New York's John F Kennedy airport, collected by courier and driven to Loughrea. It is then entered into the computer, and transmitted through two dedicated optic fibre cables back to Cigna's headquarters in Delaware, where, because of the time difference, it arrives in time for the following day's business.

Catherine Hynes, the office manager, believes that one of the reasons the operation is so little understood locally is that it is an office, rather than a factory.

"Five years ago there was nothing. All of a sudden this American company arrives. There was some anxiety over whether it was going to take off. Ireland had some manufacturing. But the office environment is different," she says. "There is also still a myth out

Fibre optic bridge

A tiny Irish village has a role in US health care, says John Murray-Brown

here that office work is more suited to women."

But Cigna is now Loughrea's largest employer, with a staff of 88, and office skills have come to the fore.

Michael Bond, headmaster of St Brigid's vocational school, one of two schools in Loughrea, admits to knowing nothing about computers himself, but St Brigid's has been offering evening classes on information technology and secretarial skills for some years.

"I am a geography teacher and I know how much a ser-

"We would prefer an indigenous company but, if one gives work, it gives work"

vice industry can do. I welcome it," Mr Bond says. "Our history is that we always went away for work. Now parents want to see their children stay."

Others are more sceptical about the gains from operations based on telecommunications. The average starting salary at the Cigna office is £17,000 (£7,000). "They are in a buyer's market: there are 300,000 out of work in Ireland," says Maurice Sweeney, the local trade agent, and head of Loughrea's fishing club. Any company that relocates its back office is doing so to keep wage costs down and will be willing to go anywhere, he says. "They can hire and fire at their leisure."

Loughrea certainly has cause to be wary of the longevity of foreign investments. Court-audits, the UK textile group, was producing locally in the 1950s. Hohner, the mouth organ manufacturer, also had an operation nearby. Both have long since closed down.

There were even rumours of cuts at the Cigna office, when US President Bill Clinton was applying pressure to get his health bill past Congress, but, by all accounts, Ms Hynes fought Loughrea's corner.

"We would prefer if it was an indigenous company but, if it gives employment, it gives employment. The Americans make them work hard, no doubt," says Rodney Donnellan, newspaper and local town commissioner.

In Loughrea, there are some 800 people collecting benefit, and Ireland has the second highest unemployment rate in the European Union. Young people have traditionally moved away in search of work. But opportunities are scarce these days. There are fewer jobs available in the UK, and it is becoming increasingly tough to get work visas in the US, except under the so-called Morrison scheme, a lottery which provides a few hundred visas every year. "It is easier to win the pools," says Richard Reilly, father of four and a local painter and decorator.

Many locals used to work in Dublin during the week, coming home only at the weekends. "It used to be so sad to see all the young people lined up on a Monday morning taking the bus to Dublin," says Mr Michael Chambers, manager of the local branch of Allied Irish Bank. But "Cigna is changing all that," he says.

The Cigna jobs do seem to have made a difference. Home rents have gone up. Declan Keary, the local auctioneer, says: "We always used to have a few properties on our books, now we have none."

At the Skillee, one of Loughrea's 33 pubs, Willy Burke has converted his top floor into new apartments. The town council is considering reopening the local cinema, an old linen hall donated to the town by Lord Lascelles in British times. A new lease of life at the Temperance Hall, a former cavalry barracks, has brought performances which this year included Zorba the Greek by the Loughrea Choral and Dramatic Society. The community appears to be thriving.

Mr Tony Doyle, manager of the town's other bank, the Bank of Ireland, says of the Cigna operation: "In the early days I suppose the type of employment wasn't the best - the wage structure, for example. But it's a better place today. If we got another one it would be grand."

"I've come back," he says. "and thank God I've come back and please God I'll stay."

The prince as candidate

The heir to the British throne has come to resemble a politician running for office, argues Andrew Adonis



Prince Charles: wise to be alarmed about succession prospects?

learned too much about my subject to be either indifferent or dispassionate," he writes, adding the hope that readers "will emerge at the other end feeling that they have come to know the heir to the throne as they never could before - and that he is well worth knowing."

Like an election manifesto, the book is partly a defence of the prince's record to date and partly a prospectus for office. The "defence" recites the prince's public works, and offers apologies for his shortcomings in which everything from bullying at school to unsatisfactory relationships with his father and Mrs Margaret (now Lady) Thatcher are prayed in aid. The prospectus includes a plea for the maintenance of the royal yacht and a proposal to broaden his future spiritual role beyond the Church of England (as "Defender of Faith").

The book has gone hand in hand with a media offensive. In October of last year, St James's Palace told the FT that the prince was available to be "shadowed" on a week-long trip to the Middle East. The prince regards the promotion of British business as an important part of his role, and the FT was the ideal outlet for his views on the subject. It led to a full-length profile, which dominated the media - entitled: "A prince captured: The heir to the British throne believes he could be used more effectively in promoting UK plc."

The FT article was a prelude to the main event: a three-hour television documentary in June presented by Mr Diney, and a campaign tour, this was equivalent to the party political broadcast, although unusual in attracting 13m viewers. The manifesto was broadcast to the backdrop of appropriate action shots; and the prince, no doubt advised that it is now fashionable for candidates to come clean about peccadilloes, adopted a suitably pained expression to confess adultery.

As the first year of the campaign draws to a close, it is time to take stock. Is the prince a novel royal entrepreneur? And novel or not, is he wise to be alarmed about his succession prospects? There is nothing novel in the prince's endeavours. Every century or so since the Norman Conquest serious efforts have been made to repackage the monarchy. Some, such as Elizabeth II's bid to become "Faerie Queen", were roundly successful; others, notably attempts by Edward II, Richard II, James II, and Charles I to seize power from established elites, were less so.

The most successful of recent royal redesigns was the creation of the modern, constitutional and ceremonial monarchy under Queen Victoria in the mid-19th century. Dubbed by historians the "invention of tradition", it was a brilliant ploy to renovate medieval royal pageantry and represent what were previously the symbols of office as its substance. Disraeli's proclamation of Victoria as "Empress of India" was the final triumph, presenting the monarchy as the emblem of imperial unity.

The monarchy has remained largely stuck in this Victorian groove. Some changes have been necessary: the Empress of India has become head of the Commonwealth. But the hallmark of the current reign has been the dedication of the Queen and her advisers to the Victorian legacy. Indeed, Elizabeth II does it better than Victoria herself: the aged widow performed few public duties, rarely even opening parliament in person.

No one with historical sense can doubt that the monarchy will need to be "reinvented" in the next reign if it is to survive. But, in considering whether the prince is right to be alarmed, the peculiar feature of his manifesto is its failure to address two of the institution's greatest weaknesses: its lack of a European role, and social changes that are making the public ever less enamoured of royal humbug.

While the monarchy had excellent European credentials until the early part of this century, with Victoria related to all the Continent's leading rulers, today's monarchy has barely any European dimension.

The threat to the monarchy is insidious, not immediate. It comes from the increasing irrelevance of its role, and from steadily eroding popular respect and support. Should the erosion continue, politicians are bound to start dabbling in republicanism. A tall tale sign was the call earlier this month by Mr Jack Straw, Labour's new home affairs spokesman, for a smaller, Scandinavian-style monarchy.

More ominous, perhaps, is the growing republican state in the former dominions. Australia looks increasingly set to hold a referendum on the future of the monarchy at the end of the Queen's reign or perhaps sooner. New Zealand may follow suit, to judge by the surprise declaration by its prime minister last March in favour of such a move.

Such referendums are bound to attract notice and stir a debate in the UK. It is not inconceivable that they would prompt calls for a vote at home too.

Another straw in the wind is the growing political popularity of referendums on important constitutional issues. If such a vote is held on a single European currency, for example, the chances of a referendum on the future of the monarchy could be increased dramatically.

Even if all this were to come to pass, the prospect of the prince losing his election must be small. However unpopular the royals, the difficulty of devising arrangements for an alternative head of state, which is currently dogging Australia's republicans, would powerfully reinforce the status quo. Yet Candidate Charles might care to ponder the proverb that, in politics, the expected never happens.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Italy taking part in EU exercise

From Mr Livio Caputo.

Sir, I refer to your editorial, "Germany's EU balancing act" (December 16), which said that "last spring France and Germany announced plans to coordinate their consecutive presidencies of the European Union, joined a few months later by Spain".

On behalf of my government, I would like to state that what was agreed last spring - that is, before the start of Germany's EU presidency - was an exercise of co-ordination among the consecutive presidencies of four countries - Germany, France, Spain and Italy - in view of the 1996 inter-governmental conference, which will be inaugurated under Italy's EU presidency.

All along, Italy - which the editorial oddly fails to mention - has participated in the above-mentioned exercise, whose first two meetings took place in Bonn on July 2 and November 2. The exercise is supposed to continue until the end of the IGC.

Livio Caputo, under secretary of state for foreign affairs, Rome, Italy

Hard to forget 1987 crash

From Mr P R Browne.

Sir, I am sure Bob Beckman ("In the Pink: Batten down for a bear beware", December 10) would wish to help from me, but Mr H L Benjamin's letter (December 20) requires a response.

"Well-reasoned articles" deserve argued replies, not insults. Mr Benjamin has conveniently forgotten that Beckman forecast the 1987 crash before it happened (unlike most experts) and was publicly pilloried for forecasting the collapse of the housing market when it was at the height of its boom.

These were correct forecasts of the two most important events in recent financial history - ask those with negative equity!

P R Browne, 21 Woodgate, Belprest, Peterborough PE6 7ED

Traffic study not defective

From Dr Denzil Coombe.

Sir, I write as an author of the report by the standing advisory committee on trunk road assessment (Sactra) on induced traffic, as a consultant who assisted the department of transport with the development of its motorway tolling policy, and as a member of the consultancy team researching congestion charging in London. Your editorial on December 21, "Sanity on the roads", was admirable in many respects, but contained some misunderstandings.

First, not all road schemes will induce significant amounts of extra traffic. Our report defined the circumstances where induced traffic was most likely to occur: essentially, where congestion is high, where traffic demand is sensitive to changes in travel costs, and where the proposed scheme would result in a large reduction in travel costs. Individual schemes in rural areas may not induce much extra traffic. It is, therefore, incorrect to say that all road schemes should induce extra traffic. Some do, some do not.

Second, the committee was asked by the government to advise on induced traffic, and this it has done. It is surely unfair to claim the report is defective because it does not fit the debate you wish to stimulate.

Third, however laudable your argument may be that motorists should pay a true economic cost for their use of the road system, this is not the philosophy underlying the government's motorway tolling policy. This policy is designed to raise funds for the direct use of the department of transport for promoting further road improvements. The intention is to pitch the tolls at levels which will keep the traffic diversions away from the motorways onto less safe, more congested and more environmentally sensitive local roads to acceptably low levels.

Notwithstanding this, I applaud your effort to stimulate an intelligent debate about transport policy.

Denzil Coombe, director, The MVA Consultancy, MVA House, Vivia Way, Woking, Surrey GU21 1DD

A mouth-watering bite

From Mr Mark Stadler.

Sir, Nick Gillies does the legal profession a great service with regard to the generosity of solicitors in the area of biscuits ("City diets take the biscuit", December 20, and Letters, December 23), as this act of hospitality can yield unexpectedly profitable results for clients and staff alike.

Clifford Chance who, according to Gillies, restrict the issue of chocolate biscuits to two per head, provide Jacobs Club biscuits in their selection. Inside the wrapper is a scratch game which requires one to scratch, with a silver coin, three squares; and, if the numbers revealed match, the player wins a cash prize. I was very pleased during a recent meeting to select three matching squares and win £100. Unable to contain my surprise, I expressed joy at this good fortune, whereupon there was an unsightly scramble for the remaining biscuits.

There can be few occasions when a client leaves a lawyer's office with money in his pocket and I would urge an early visit to 300 Aldersgate Street before the senior partners institute a charge for opening the lucky wrapper.

Mark Stadler, 21 Mountfield Road, Ealing, London W5 2NG

From Mr Paul Papadopoulos.

Sir, Turkey has again been refused admittance to the European Union. You are right in your implication that it is in the long-term interest of western Europe (and the Turkish people) that Turkey becomes a stable state and remains pro-western ("Turkish tangle", December 21). However, even were issues such as Cyprus, Kurdistan's right to exist, and general violation of human rights within the Turkish Republic settled, Turkey would, probably, find western European statesmen would discover other obstacles to her integration within Europe.

A basis for Turkey's membership of EU

You are right, Greece has made itself the scapegoat for keeping Turkey out in the cold. Nevertheless, much as it is in Greece's long-term interests to reach a permanent friendly accord with Turkey, Athens cannot cease to support the integrity of the Republic of Cyprus which was violated in 1974. Indeed, Greece has a moral obligation to insist on the ending of Turkey's military occupation of the island as it was a Greek junta which provided the excuse for the invasion.

It should not be forgotten that, under the Zurich agreement, the basis of Cypriot inde-

A positive impact

From Mr Paul Okey.

Sir, Joe Rogaly ("Down with the lottery", December 17/18) says the national lottery "will provide no benefit to anyone save perhaps the shareholders of Camelot".

May I suggest that the scheme acts as a welcome redistribution of available funds from the leading national fund consumers to much needed micro-projects in many communities and thus has a positive impact on the lives of countless people.

Paul Okey, 73 Hamber Road, Blackheath, London SE3 7LR

REQUEST FOR PROPOSAL

NEW TIRUPUR AREA DEVELOPMENT CORPORATION LIMITED

PRE-QUALIFICATION FOR WATER SUPPLY AND INTEGRATED INFRASTRUCTURE DEVELOPMENT WORKS, TIRUPUR, TAMIL NADU, INDIA

The New Tirupur Area Development Corporation Limited (NTADCL) is proposed to be jointly promoted by Tamil Nadu Corporation for Industrial Infrastructure Development Ltd. (IACID), Tirupur Exporters Association (TEA) and Infrastructure Leasing & Financial Services Limited (IL&FS), with the active support of the Government of India and the Government of Tamil Nadu, in order to enhance Tirupur's industrial and export potential by upgrading the infrastructure levels. "Expressions of Interest" are invited from internationally reputed agencies/firms/consortia to be pre-qualified and short-listed for the implementation of the programme and its subsequent operations at Tirupur, Tamil Nadu, India.

The Tirupur Area Development Programme includes a water supply scheme to tap 185 MLD surface water from the river Bhawani, located at about 55km, from Tirupur. A distribution network is also proposed to be laid within Tirupur in a grid formation. In addition, the programme envisages the implementation of drainage and effluent treatment systems for the town and surrounding industries, and expansion and upgradation of select roads in the town.

The main component of the programme would be water supply, drainage and effluent treatment systems. It is proposed that the Tirupur Area Development Programme would be implemented on a commercial framework with recovery of investment predicated on the levy of user charges.

Expressions of Interest are invited from Manufacturers/Construction Houses/Consortia to undertake the project on a BOT basis. NTADCL is particularly interested in awarding the works from design to commissioning and operation of the scheme on a franchise basis for an agreed time frame upto recovery of investments.

Interested agencies are required to submit details of activities, expertise, capabilities, financial status, major projects handled etc. NTADCL would be interested in short-listing prospective bidders offering induction of latest technology, backed with financial assistance in the form of aid, grant, soft loan, long techno-commercial credit etc.

Subsequent to pre-qualification, the parties shall be advised to undertake a site visit and shall be furnished project details in order to enumerate proposal, outlining proposed methodology for implementation. The bid shall be evaluated based on details furnished regarding sale cost of water, sale proceeds and franchise period etc.

Clarification, if any, may be obtained from IL&FS, who have been mandated to recommend the turnkey operator to NTADCL and raise required finances for the project. The NTADCL reserves their right to accept any of the applications or reject all of them without assigning any reason. The selection of agencies for participation in the bid will be at the sole discretion of NTADCL.

Please forward your applications to reach us within 30 days from the date of release of this advertisement.

Clarifications from:
Mr. Hari Sankaran
Vice President
C/o Infrastructure Leasing & Financial Services
East Court, Zone VI, 4th Floor,
India Habitat Centre,
Lodhi Road, New Delhi 110 003, India.
Tel.: 91-11-463 6637/41/42
Fax: 91-11-463 6651

Applications to be sent to:
New Tirupur Area Development Corporation Ltd.
66 Appachi Nagar, Kongu Nagar,
Tirupur 641 607, India.
Tel.: 91-421-720 505/500/606.
Fax: 91-421-720 505

من الاموال

FINANCIAL TIMES

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Wednesday December 28 1994

France and Islam

On the technical level, the denouement of the Algerian hijack drama is an undoubted success for France, which should be a source of relief and pleasure to anyone who is likely to travel to France or use French airlines, whether for business or pleasure.

The capacity to protect its citizens against terrorism is a necessary attribute of any modern state. The French state, faced with a severe test of that capacity, has passed it with flying colours.

No such encouraging conclusion can be drawn for Algeria. The fact that this hijacking could happen at all, in what must be one of the most heavily guarded airports in the world, is one more indication of Algeria's deep political and social crisis.

It is clear that Islamic extremist groups have members and sympathisers among airport employees, as they do in other public services such as education and the post office. Algeria is in the grip of a particularly vicious civil war.

According to "well-informed" sources in Paris and Algiers, quoted by the leading French newspaper *Le Monde*, the average death toll in the violence is now running at 900 per week, with "peaks" as high as 1,000 in the worst weeks of all.

France's anti-terrorist strategy is impressive. Its Algerian policy much less so. Officially France is neutral in the Algerian conflict.

Its spokesmen minimise, sometimes even deny, the military aid France is giving to the Algerian government. Alain Juppé, the French foreign minister, warns the government that it must not rely solely on a policy of repression.

Yet at the same time the French Interior minister, Charles Pasqua, not only cracks down heavily-handedly on suspected Islamic militants in France, but denounces third countries which seek to promote dialogue by giving a platform to moderate spokesmen of the banned Islamic Salvation Front (FIS) - the party that would have come to power in Algeria through the ballot box but for the coup of January 1992.

There can be no hope of ending the violence unless, as in South Africa, some common ground is established between moderates on both sides. Nor can it be in the French or European interest to represent this conflict as a clash of civilisations or war of religion, which would inevitably rage on European as well as North African soil. Yet that is what Mr Pasqua's policies, and those of his colleagues at Education, François Bayrou, such as expulsion from state schools of Moslem girls who insist on wearing headscarves, are tending to do.

The EU now has several million Moslem citizens. It needs to earn their loyalty by showing respect for their faith.

Toys were us

The scene is familiar. Breathlessly they line up and shyly pass on folded scraps of paper with their secret wishes for the coming season. Children queuing for the Christmas grotto, or voters entering the polling booth? In truth, they have something in common. They share a sense of wishful anticipation, of belief that their desires will be satisfied. But once the ritual is done, away passes too. All too often, disappointment follows as the outcome falls short of expectations.

As disappointed children punish their toys, so do voters their politicians. The victims are all around: John Major, plumping new depths in the opinion polls; Bill Clinton, still reeling from the Republican landslide; Boris Yeltsin, manoeuvring ineptly for advantage in Moscow; Silvio Berlusconi, now the hapless plaything of Italian politics; and his saviour, At the dawn of Christmas since the fall of the Berlin Wall, leaders in industrialised and former communist countries have discovered how rapidly the fashions of politics can turn against them. Their product life-cycles, like those of the trinkets dispensed by Santa Claus, modern toys, have become ever shorter.

In most of eastern and central Europe, former communists have regained a place in power; not only in Italy, but also in Japan and Canada, the ground has caved in under governing parties during the past 15 months. The last great survivor of European politics is Helmut Kohl, who four years ago promised east German voters that Christmas would come every day. It is no coincidence that he rules the European nation most endur-

ingly attached to traditional fairy-tales.

The extension of democracy increases the risk that it will be over-burdened with unrealistic expectations. Too little belief in the capacity and legitimacy of elected leaders can produce authoritarianism or anarchy; too much leads inevitably to disillusionment and cynicism.

Voters should be like wise children: thoughtful, and slow to succumb to the blandishments of the flickering image, the unsubstantiated promise, and the free gift. Instead they persist in over-burdening their politicians with contradictory demands that even a sorcerer could not reconcile, while politicians hope that the length of the electorate's memory will be inversely proportional to the list of problems they have been put into power to solve.

A new compact between governments and the governed is needed, not for perfect truth and perfect democracy - for neither exists - but for better balance between the two. Politicians must cut the wrapping and improve the content of their packages. They must inform and, at times, indulge, the voters without pandering to gullibility or greed; and they must admit their mistakes.

The voters should show more consistency, and greater rigour. They should forsake the cycle of extremes under which suspension of disbelief on polling day gives way, on the morrow, to disenchantment. The child's Christmas-tide, wide-eyed and tantrum-turn, must not become their daily lot. We voters need a healthy mix of sceptical hope and hopeful scepticism all through the year.

Thorp revisited

The decision by Hamburg's nuclear power utility to cancel some of its fuel reprocessing contracts at the UK's Thorp plant in Cumbria is an ominous sign for British Nuclear Fuels, Thorp's owner.

The cancellation adds to scepticism about the long-term profitability of Thorp, which received its licence to operate a year ago after a bitterly contested battle between BNF and environmentalists. It may also represent the beginning of a change in governments' approach to nuclear waste disposal.

Hamburg's action does not at first sight appear very significant. The utility has cancelled contracts for reprocessing waste from 2004 to 2014 and has paid undisclosed compensation. This follows a change in German law this year, which allows "direct disposal" of nuclear waste underground. BNF says the contract represents just 1 per cent of its total orders, and 4 per cent of orders beyond 2004, and that the cancellation makes no difference to the economic case for Thorp. This was based entirely on the first decade's business. However, the move shows that the arguments for reprocessing nuclear waste may be losing their force.

Reprocessing separates out reusable uranium and plutonium from used fuel rods, leaving a smaller amount of true waste. But it is more expensive than direct disposal, many claim. Moreover, the uranium shortages foreseen when Thorp was conceived a decade ago

have not materialised, while international concern has grown about the proliferation of plutonium-based weapons capability. So other customers may follow. Hamburg's lead, if they can find direct disposal sites at home.

Hamburg's action also implicitly raises a taboo question: whether the most valuable service Thorp offers is storage rather than reprocessing. BNF's customers have already delivered many of the fuel rods for the next decade's reprocessing to Cumbria, where they sit in cooling ponds. The customers are obliged by their contracts to take back the products of reprocessing, but that may not be for many years.

For governments which do not have a policy for permanent disposal, BNF is, in effect, performing a political favour: while removing their waste, it also shifts difficult decisions about final disposal on to future governments.

The UK government would not wish to portray BNF's Sellafield site as a long-term store for foreign nuclear waste. But that would be no more than an acknowledgement of an important part of Thorp's role, which was hardly emphasised during the two public consultations on its licence. Such an admission would also allow the UK to ask itself whether it was charging enough for that service, given the political difficulty many countries face in finding permanent disposal sites. The value placed on reprocessing may have fallen, but the value of storage is rising.

Now is falling in the mountains north of Tokyo. Steam rises from a rock pool of scalding water, fed by a volcanic spring. Two men are hunkering up to their necks, in one of Japan's most exclusive onsen, or therapeutic hot baths.

The older of the pair is Takeshi, a retired yet fit-looking former bureaucrat from the all-powerful Ministry of Finance. He now works as an adviser to several of what used to be the world's largest banks.

Takeshi's banks are less large today than they were a year ago, the last time he came to this onsen. Their assets have been diminished by bad-debt write-offs and a declining domestic loan book. But he still has enough cash and free time to develop one of the best golf handicaps in Tokyo.

His companion, Tokoro, an ambitious and overworked rising star in the ministry, used to work for Takeshi in the old days. Since Tokoro cannot afford to play golf on his meagre pay, they meet in hot water once a year to chat about the ways of the world.

"Always a pleasure to hear how things are going with you, young man, but why so tired?" asks Takeshi, pouring out two cups of sake, from a stone flask on a floating pine tray.

"Sensei, I've been working overtime trying to engineer a nice gentle economic recovery without rekindling inflation," says Tokoro.

"It hasn't been made easy by the tendency of the three coalition governments we have had over the past year to throw their weight around in a way that plays havoc with my budget projections," the young man complains, as he sips his sake.

Takeshi nods his head. "Yes, I too have wondered at times over the past 12 months whether the ministry is losing its grip."

Tokoro continues: "But despite the havoc caused by those warring politicians, the economy did start to pick up, just as you said it would, sensei. As you also warned, it is a weaker upturn than we are used to. We'll be lucky to see gross domestic product rise by more than 1 per cent this year. After that we'll be seeing pretty slow growth rates, two or three points below the 5 per cent a year we got used to in the roaring late 1980s."

"It has been hard work, but we in the ministry are moderately pleased. We have come through the worst recession since the second world war with only a small rise in unemployment, to 3 per cent, and without letting your banks get into trouble. In the process, we have managed to exert some urgent matters, like putting through that long overdue rise in sales tax, so that the state will have enough money to pay me a decent pension when I retire."

The older man looks dubious. "You are right to be cautious about the future. But you are in danger of not being cautious enough. Of course, the recovery will continue, and it would even strengthen a bit if you could stop worrying too much about inflation and ask that new boss at the Bank of Japan, Mr Yashio Masahiko, to cut official interest rates. Yet we are, on the whole, in poor shape to face the next downturn," he says.

A sudden breeze whips handfuls of snow from the trees, and clears the steam, giving Tokoro an uncomfortable sense of impermanence. Both men look up and see storm clouds massing over the mountains.

'Are we losing our grip, sensei?'

William Dawkins eavesdrops on the fears of Japan's bureaucrats over the pace of economic and political reform

Tokoro looks pained. "Aren't you looking too far ahead?" he asks.

"You don't get a golf handicap as good as mine by being short-sighted," replies Takeshi. "This is a reprieve, not a recovery. It is driven by an unsustainable rise in export sales to the booming US economy and to our fast-industrialising east Asian neighbours."

Takeshi continues: "Now the US, our biggest single market, will probably go into its next downturn in 1995. The east Asian import boom will lag too, because it is supported by a short-term shortage of capacity there. Come the next downturn, our Asian competitors will have built up more capacity, to produce higher volumes of goods at prices that we cannot beat."

"So what?" says Tokoro. "We have ridden through ups and downs in world markets before. We can do the same again. Many of our exporters have risen to the challenge posed by the rise of the yen. They are getting leaner, especially in the car and electronics industries."

The sensei smiles sadly at the young man's optimism. "Sure, some sectors have shed a bit of fat. But overall, restructuring has been only cosmetic. The number of corporate employees is still higher than at the start of the downturn. Capacity utilisation is barely more than 70 per cent, the lowest for 15 years."

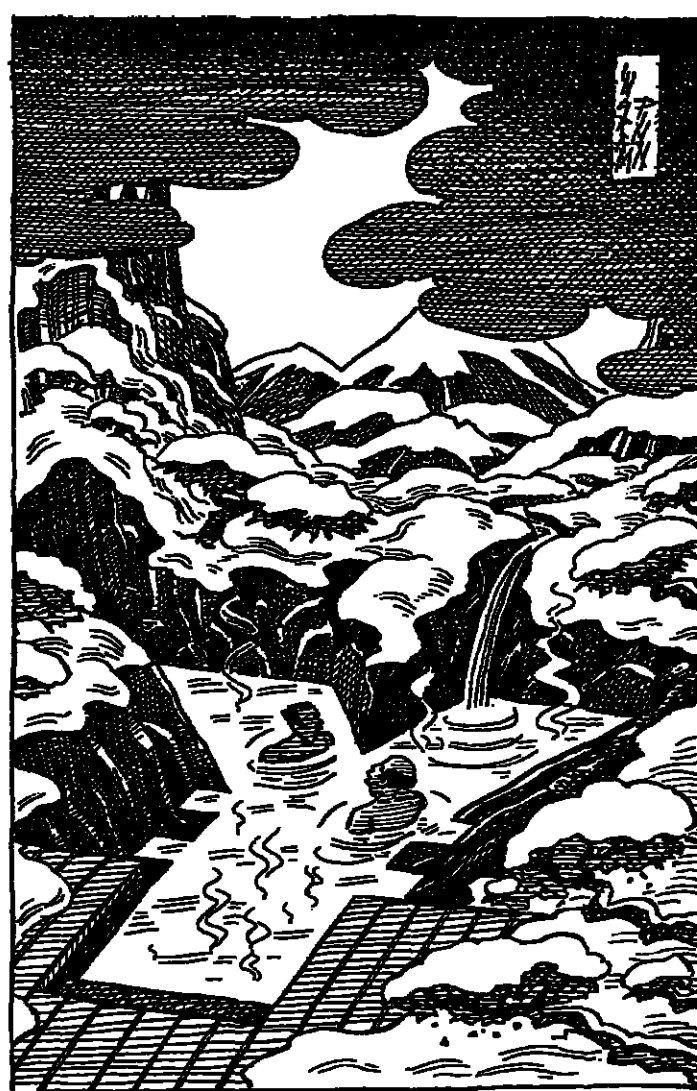
The older man continues: "The danger is that this upturn will reduce the pressure on domestic industry to rid itself of surplus capacity. Companies may get complacent again. That would not matter too much, if we could somehow stoke up domestic demand before export growth falls away. But people these days are willing to spend only if they can find a bargain, which for the most part means imported electronics, clothes and food - not much help to domestic producers, nor to Japan's economic growth."

"On the subject of spending, I noticed with distress that you arrived by bus. Isn't it time to renew that old car you bought

More jobs are being created in services than manufacturing for the first time since the war'

before the recession?" "Wait a minute," says young Tokoro. "You don't do much to use up our industrial overcapacity yourself, what with that imported BMW you picked up cheaply because of the rise of the yen."

Takeshi laughs. "That's just the point. But I can buy a German car with a reasonably clear conscience because I know that weak demand



for Japanese goods is only a symptom of the real problem: the maturing of the economy. How can we increase the economy's capacity to grow as our population ages and as more of our basic industries relocate to lower-wage countries?"

"What about service industries?" says Tokoro. "A surge in the service sector has done wonders for the US economy. It might do the same for us. More Japanese jobs are being created in services today than in manufacturing, for the first time since the war."

"You may be right there, in the long run," says Takeshi. "But the comparison is flawed in the short run because our service industries are nothing like as efficient as their US counterparts. Ours are chronically overmanned, because of the service sector's traditional role in mopping up surplus manufacturing jobs. Our services are also more sheltered from foreign competition than their US counterparts."

Tokoro interrupts: "We can deal

with that. I will ask those forward-looking types at the Ministry of International Trade and Industry to dream up a policy to sharpen up the service sector. Path to enlightenment, we'll call it."

"That is dangerous talk," replies the older man. "There would have

'Ministers have even started asking to be consulted about budget spending'

to be a labour shake-out before our service sector can reach US productivity. Nobody wants a share rise in unemployment. You chaps must go on ensuring that deregulation happens slowly enough to keep yourselves in a job - and incidentally avoid damaging our stable social structure."

Tokoro replies: "I agree. We have only just held the line on deregulation so far. To be honest, sensei, I do partly agree with you about losing our grip. The pressure for change is uncomfortable."

The young man continues: "For the first time, all the main political parties, big business, the US and the European Union are simultaneously begging for deregulation. Until now, we have been able to fend them off by paying lip service to the idea and doing little."

"But there are worrying signs that economic deregulation has built up a momentum of its own, independently of political pressure. Look at the explosion in the number of new discount supermarkets and the rise in cheap mobile telephone sales since we eased controls in those areas early in the year. It all looks fine from the consumers' point of view, but it's more than we expected. I worry that prices might collapse across the board, taking the wind out of the recovery," concludes Tokoro.

"Clear up," says the sensei. "You are still one of the few finance ministries in the world to control budget outlays and revenue, taxation, monetary policy, the financial system, anti-trust policy and any industrial policy that needs public money. You can't stop the clock like you used to, but you can still control the pace."

Tokoro asks: "But can we really? Can we be sure that the new order will learn to be as co-operative as the old? Ministers have even started asking to be consulted about budget spending. Most irregular. What about this big new opposition party that promises to drive the Liberal Democratic Party out of power and change everything? What about the reform-minded younger generation in the LDP itself? Won't that make things worse?" He looks upset.

"Don't worry too much about the politicians," replies Takeshi. "The old order hasn't changed as much as it seems."

Takeshi smiles in a way that Tokoro finds slightly sinister, and explains: "The LDP reformists who left the fold and formed that new opposition party are still conservatives at heart. New labels, but the people are the same. The younger generation in the LDP has not won the battle yet. The old guard has just begun to feel at a comfortable distance from the scandals that had forced them into the shadows. Now they are back."

Politely, the young man dissents. "But for the first time, the LDP faces a strong opposition. Its new enemies tasted power for nearly a year until June and might win again. Their new party won't be in league with the bureaucracy like the LDP was. Don't you remember how unpredictable it was working with Mr Morihiro Hosokawa's coalition? It took all of six months to get him under control."

"Things have moved on since Hosokawa," says Takeshi. "Present and former factions of the LDP have now found a way to keep themselves in power for ever. They have split into two, taking it in turns to govern. They might sometimes misbehave to keep the voters happy. But ultimately, they know that they must work with, not against, you. The old order has fragmented, not collapsed."

Tokoro: "So the economy will stay in safe hands then?"

Takeshi: "You can bet your bottom yen it will."

The pair clink sake cups and drink a toast, as storm clouds overhead burst. They are hidden from sight by a blizzard.

Though reinsurers claim risk is growing, cover for disasters is still available, says Ralph Atkins

Rocked by tremors but still reassured

Prophets of doom have new friends as the year ends. As brokers this week hurry to complete January insurance policy renewals, there are warnings about the risks being borne by the world's reinsurers - the companies that sell protection against large-scale losses to insurance companies.

Last month, Munich Re, the world's largest reinsurer, announced that it was prepared to reduce or terminate business connections where risks were greater than were justified by premiums. It believes there is a trend towards increasingly costly catastrophes. In 1993, there were 600 big natural disasters worldwide generating overall losses of \$50bn.

Rival reinsurer Swiss Re has published a provocative report warning that changes in weather patterns could lead to even greater catastrophes. "All extreme weather catastrophes are basically the result of human systems failing to adjust to 'possible' local weather patterns," the report argues. "Now this peril is being dramatically intensified."

"Human intervention in the natural climatic system could accelerate global climatic change to such an extent that society might no longer be able to adapt quickly enough."

Swiss Re accepts that the impact of global warming on the climate is not fully understood. But even if the number of catastrophes is not increasing, the insured loss is rising, it says. A decade ago, for example, few living in Taiwan or the Philippines would have taken out insurance policies. That is now changing.

Some idea of the risks insurers face comes from Standard & Poor's, the rating agency. Its figures show that the world's 111 largest reinsur-

ers excluding Lloyd's of London had "shareholders funds" (a measure of the capital invested and surplus funds retained after taking account of liabilities) totalling \$36.7bn in 1992. That was the last year for which figures are available.

That might appear a comfortable financial cushion. But the Los Angeles earthquake in January, which is estimated to have caused \$30bn of damage, illustrates how it might disappear. Reinsurers escaped relatively lightly on that occasion, because the insured losses from the "Northridge" earthquake were only about \$10bn-\$12bn, of which they would have underwritten only a part.

A stronger earthquake closer to a main population centre could have resulted in much higher costs - still more so if a greater proportion of properties had been insured. Policy claims from one event of, say, \$50bn might force many insurers or reinsurers out of business.

It might be expected that such grim speculation would place constraints on the amount of catastrophe cover available and lead to premiums rising rapidly. This has not happened this year for two reasons.

First, in spite of the gloom spread by many reinsurers, the amount of business they are able to underwrite has increased. This is due largely to the flow of funds into new property/catastrophe reinsurance companies in Bermuda. Attracted by the favourable tax and regulatory regime, investment in the island's international insurers and reinsurers increased by \$7bn last year, about half into nine new catastrophe reinsurance companies.

The second reason why catastrophe cover remains readily available

at reasonable prices is that the more cataclysmic projections of reinsurers have not radically altered the way premiums are set.

"It is only people in universities who worry about global warming," says one reinsurance executive. "When it comes to pricing, people look at what has happened in the past and at market forces: when people want more cover, perhaps after an incident, prices go up. As you get further away from a loss, people's memories shorten."

This produces a roller-coaster cycle of price rises and falls. In recent years, for example, some reinsurance premiums have doubled or tripled as companies have sought to make up for poor underwriting results earlier in the decade. This year there have been relatively few natural catastrophes, so there is little pressure to raise rates. With the added capacity in Bermuda, reinsurance brokers say that premium cuts in excess of 10 per cent are possible.

Some insurance specialists even say the pessimism of European reinsurers in particular has been deliberately overdone to encourage higher prices.

There is, however, a longer-term trend towards greater precision in risk assessment on the part of reinsurers. One sign is the increasing use of meteorologists, geologists and computer software to pinpoint and quantify risks. "Five years ago many insurance companies were unable accurately to assess their exposure from a catastrophe event. Now they are much more careful about the risks they are carrying," says Mr John Pelly, chairman of non-marine reinsurance at broker Willis Faber & Dumas.

Another significant trend has been a change in the type of policies

Costly catastrophes



The aftermath of Hurricane Andrew					
Year	Event	Region	Deaths	Economic losses (\$bn)	Insured losses (\$bn)
1992	Hurricane Andrew	US	74	30,000	16,500
1990	Winter gales	Europe	230	15,000	10,000
1989	Floods	UK	3,000	15,000	475
1988	Earthquake	Armenia	25,000	14,000	0
1984	LA Earthquake	US	58	30,000	19,000
1983	Floods	US	41	12,000	1,000
1980	Hurricane Hugo	Caribbean/US	81	9,000	4,500
1980	Earthquake	Iran	40,000	7,000	100
1981	Hypothermia	Japan	52	3,000	5,200
1980	Earthquake 2, Francisco	US	68	8,000	900

Sources: Munich Re

reinsurance companies provide. Previously, reinsurers issued "proportional" policies, in which they underwrote an agreed percentage of the risk borne by the insurance company without any limits on total claims. Now they prefer to provide "non-proportional" policies, in which they agree to underwrite an agreed chunk of the risk borne by the direct insurer. These policies have minimum levels for claims, below which the reinsurer pays nothing, and upper limits that cap the reinsurers' total exposure.

The effect of this change - and the increased focus on rigorous scientific analysis - has been to increase the control reinsurers exercise over their risks. One result is that insurance policyholders may have to bear a greater share of the risk, paying the first part of any claim or taking responsibility for

the top slice. Another is that premiums paid by companies and individuals will rise still higher on the worst risks.

Insurers, however, find it difficult to convince consumers that it matters to them whether reinsurance companies are financially safe. Mr Felix Kloman, editor of the US publication, *Risk Management Reports*, says: "The insurance industry is held in very low esteem in the minds of the public... The security of the insurer or reinsurer has got to be right up the [priority] list."

The evidence of the current reinsurance situation suggests that this is not yet happening. Buyers of catastrophe reinsurance can still beat prices down. To keep upward pressure on premiums, reinsurers may have to bear a greater share of the risk, paying the first part of any claim or taking responsibility for

Wary Chinese look before they leap into year of the pig

Inertia reigns as Beijing's leaders await the end of the Deng era, says Tony Walker

It will be a leap year in China in 1995 and only the fourth time this century that August has provided the leap month. It will also be a year of the pig – the last of the 12 terrestrial symbols and among the least auspicious.

Little wonder that the mood in China is a mixture of unease, inertia and nervousness, or that China's leaders are enmeshed in a game of transitional politics which is affecting domestic and foreign policy.

Sensitive to omens and portents, the Chinese are noting that each August leap year this century has brought cataclysm.

In 1900 the Boxer uprising ended in bloody reprisals by a foreign expeditionary force. In 1957 the anti-rightist campaign preceded two decades of disaster. 1976 produced the Tangshan earthquake in which as many as 250,000 perished. It was also the year in which Mao Zedong and his premier, Zhou Enlai, died.

The deteriorating health of paramount leader Mr Deng Xiaoping, coupled with a sense that the end of an era is approaching, appears to be weighing heavily on the leadership.

As the New Year beckons in wintry Beijing, China's leaders are engaged in seemingly endless meetings, conferences, and planning sessions. But in spite of much talk about continued reform, the overwhelming impression at present is not one of movement, but inertia.

A western official put it succinctly. "We're in limbo," she said. "We're in stasis."

This lack of motion seems set to persist as Mr Deng's life ebbs away. How long the process will take is anybody's guess, but the leader's condition – he has Parkinson's disease – appears to have worsened since mid-year, and there are doubts whether he will make his traditional appearance in Shanghai at Spring Festival in late January.

Nervousness about the future appears to be conditioning policy

Sensitive to omens and portents, the Chinese are noting that each August leap year this century has brought cataclysm in its wake

other issues. Lack of progress on Sino-US copyright negotiations is another example of inertia. Pirating of laser and compact discs and computer software is rife in China. US officials report that talks on intellectual property rights violations had bogged down recently, with Beijing apparently unwilling to admit its policies were ineffective.

Domestic economic reform also appears to be faltering. Worries about inflation are casting a long shadow and reinforcing a tendency towards caution. Chinese officials talk endlessly about state enterprise reform, but there appears to be a widening gap between words and deeds.

Among indications of uncertainty is the eclipse, for now, of

Consumer gloom in UK may be infecting businesses

By Gillian Tett and David Owen in London

The "feel bad" factor among consumers that has been soured the UK economic recovery may now be spreading to the business community.

The latest bi-monthly survey by the Institute of Directors, published yesterday, showed that business confidence in the health of Britain's economy has slipped in recent months even though the City of London is forecasting steady growth next year.

The findings, which come as Mr Kenneth Clarke, chancellor of the exchequer, meets Mr Eddie George, governor of the Bank of England, for their monthly monetary meeting today, highlight the obstacles the government may face next year in convincing people that a stable recovery is under way. The IOD survey showed business confidence at its lowest for two years.

After recent interest rate rises and Budget and political turmoil, the proportion of directors surveyed who were optimistic about the economy fell to 38 per cent this month from 43 per cent two months ago.

The fall occurred even though the IOD itself predicts steady growth for Britain in 1995.

The prediction echoes a recent separate survey of more than 40 economic forecasters, which also expects healthy, industry-led expansion next year.

That survey, which is tracked by the Treasury, showed that most forecasters expect growth of about 3.25 per cent in 1995, consistent with the Treasury's own forecast. The underlying inflation rate is expected to be 2.9 per cent – higher than the Treasury's forecast, but very low compared with the past two decades.

The average consensus among the forecasters is that exports will grow by 6-7 per cent next year while imports will grow by only 5 per cent. The consumer sector, however, is expected to remain relatively weak, underlining the export and industry-driven nature of the recovery. City and independent forecasters expect consumer spending to grow on average by only 2.3 per cent next year.

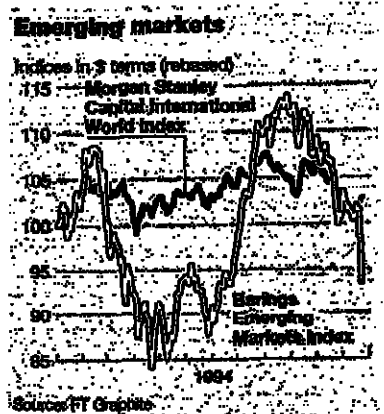
Nevertheless, yesterday's IOD survey suggested that rosy economic forecasts were viewed with caution by many businessmen, not least because of recent splits in the government. Nearly half the directors who were less confident about the economy than six months ago cited political concerns as their main worry, the IOD said.

A survey of wage settlements from Incomes Data Services showed that pay rises have crept up over the past year, with most settlements between October and December worth about 3 per cent.

THE LEX COLUMN

Emerging risks

If last year demonstrated the rewards of investing in emerging markets, this year has highlighted the risks. In 1993, emerging markets outperformed developed markets by a factor of three – increasing by 64 per cent in US dollar terms. This year they underperformed. They were down by 7 per cent in the year to mid-December and fell further last week as a result of the plunge in the value of the Mexican peso and stock market.



The poor performance this year reflects not just political and economic uncertainty, another issue has been the gradual tightening of US monetary policy. High yields on US Treasury securities, coupled with rising short-term interest rates, have reduced the investment attractions of risky emerging markets and have enhanced the relative appeal of risk-free cash. Repatriation of funds out of emerging markets back to the US is a big factor behind the 17 per cent fall in the IFC Asian emerging markets index after four years of breathtaking gains. It did not, though, prevent some spectacular gains in less interest-rate-sensitive south American markets such as Brazil and Peru.

Total net foreign investment in emerging markets for this year is likely to be about \$20bn to \$30bn, down from \$30bn in 1993. The figure will probably fall again this year if US short rates are raised as aggressively as markets expect. The weight of money seeking a home in a limited selection of "investable" securities in the developing world has been as much a factor in driving up share prices as the fundamental attractions of earnings growth far higher than that available in the developed world. The emerging markets will prove correspondingly vulnerable to any large-scale reversal of investment flows.

Secondly, US weightings in the region remain low and, given limited currency risk in a number of Asian markets (i.e. Thailand and Malaysia), exposure is expected to increase steadily in the coming years.

One risk for the region is the large amount of capital-raising. India's stock market is expected to absorb new issues amounting to around \$11.5bn in the year to March. This represents close to 10 per cent of market capitalisation and is one factor behind the 18 per cent fall in the Indian market since it reached its peak in September. Capital-raising has similarly held back Indonesian stocks.

The spectre of an overheating Chinese economy and an ailing political figurehead, Deng Xiaoping, could hurt China's stock markets. Ripples would follow through to an already vulnerable Hong Kong and Taiwan. But the regional impact may not be great, and 1995 seems likely to be a year of recovery.

Latin America

The crisis in Mexico has underlined the risks of investing in Latin America as a whole. Most countries in the region remain dependent on foreign capital to compensate for their current-account deficits. That makes their markets peculiarly vulnerable to crises of investor confidence and for the foreseeable future the region will be dependent on the international markets.

The sell-off by foreign investors in Mexico was prompted not only by attempts to avoid the peso's devaluation, but by their recognition of the impact of the crisis on corporate earnings. Companies' financial charges are likely to rise because of higher local interest rates. The increase in rates

Asia

Asian indices have plunged this year while economic growth in the region has at worst maintained the high levels that investors have learned to expect. This creates some interesting anomalies. In Thailand, for example, earnings per share are likely to grow at close to 30 per cent this year whereas the stock market has fallen 19 per cent.

There are other positive signs. In 1990, 78 per cent of Asia's exports were shipped outside the region. Regional trade now accounts for over half of exports and is rising rapidly. Given levels of growth throughout Asia, economic success should feed upon itself.

Algeria fear

Continued from Page 1

are backing is that of democracy," he said.

Government officials said that a series of security measures were under consideration to reduce the threat of attacks against French nationals and businesses.

They said that flights to Algiers had been suspended pending the implementation of new security measures.

Yeltsin pledges order

Continued from Page 1

transformed Chechnya into a haven for arms traders and drug traffickers, and that it had diverted state funds to buy arms.

He said leaders "to whom the Chechen people are dear" must be brought into the work of a future government of the republic, and that elections would be held.

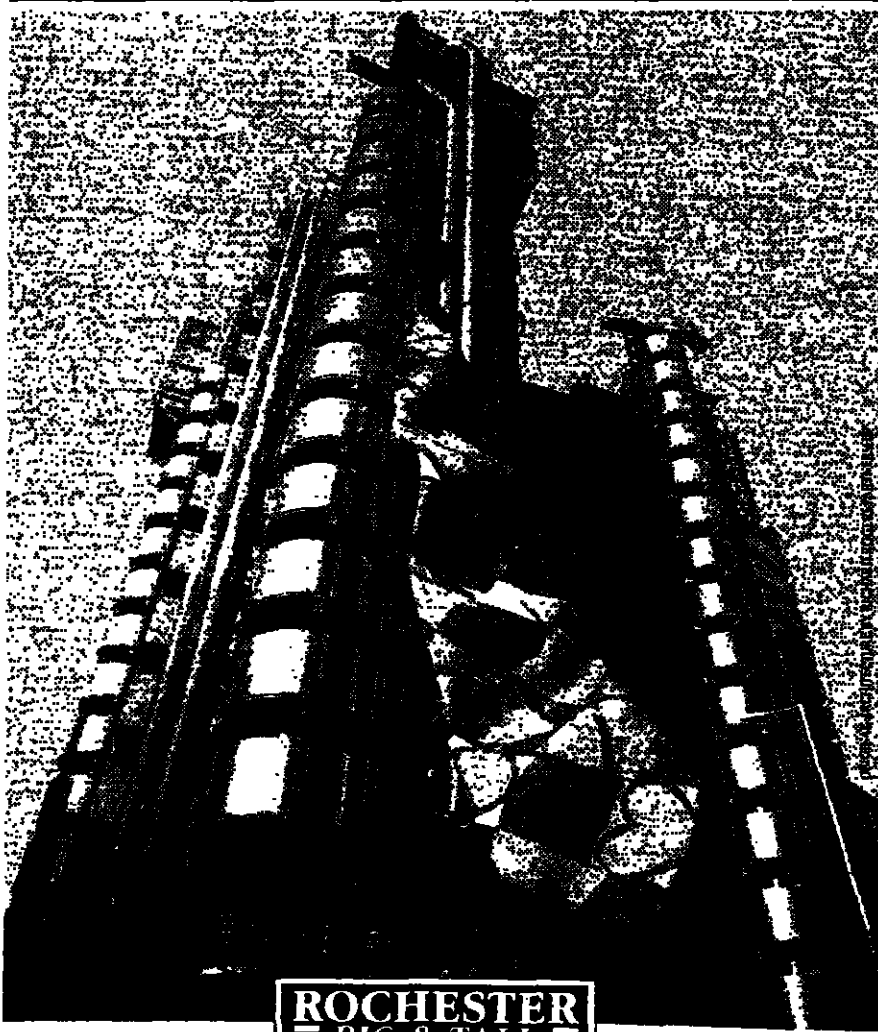
A three-man commission, consisting of Mr Nikolai Yegorov,

deputy premier for nationalities, Mr Sergei Stepashin, head of the Federal Intelligence Service, and General Anatoly Kvashnin, the officer commanding the Chechen operation, had been empowered to open negotiations.

They are to be aided by a commission of parliamentary deputies from both houses of parliament and a supervisory committee including Chechen tribal elders and religious figures.

Busy start to sales, Page 6

LLOYD SHOWS OFF SILK TIE BY BOLGHERI



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FT WEATHER GUIDE

Europe today

A large and active low pressure system south of Iceland will bring mild and moist air to western Europe accompanied by mostly overcast conditions. The British Isles, the Low Countries and Germany will have long periods of rain and temperatures above 10C. France, Italy, Spain and Portugal will be partly to mostly cloudy with light rain in north-western areas. The eastern Mediterranean will continue unsettled with showers and some thunder. Greece will be mostly sunny with seasonable temperatures. Patchy fog is expected in the Balkans and a front with rain or sleet will sweep through eastern Europe. Scandinavia will be mostly cloudy with rain or snow showers.

Five-day forecast

A large depression will move to Scandinavia while high pressure builds over the British Isles. As a result, cold and unstable air will arrive in western Europe and Scandinavia accompanied by showers, occasionally with hail or snow. Conditions in the eastern Mediterranean will stabilise as sunny periods develop. A mixture of cloud and sun is expected in south-eastern Europe.

TODAY'S TEMPERATURES

Abu Dhabi	sun 34	Madrid	sun 13	Paris	sun 13	Stockholm	sun 13
Accra	cloudy 31	Moscow	sun 17	Rangoon	sun 32	Taipei	sun 13
Algiers	sun 31	Nairobi	sun 22	Tokyo	sun 18	Toronto	sun 13
Amsterdam	rain 13	Seoul	sun 22	Washington	sun 13	Winnipeg	sun 13
Atlanta	sun 13	Singapore	sun 22	Zurich	sun 13		
B. Aires	sun 32	Sydney	sun 22				
Buenos Aires	sun 32						
Bangkok	sun 32						
Barcelona	sun 14						

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COMPANIES AND FINANCE

Companies come up with £331m for Lloyd's

By Ralph Atkins, Insurance Correspondent

Almost 30 companies are providing the extra £331m in corporate capital Lloyd's of London has attracted for underwriting next year, according to a list released by the insurance market.

Corporate investors at Lloyd's fall into two categories. First are the spread vehicles and investment trusts, which invest in a range of insurance

syndicates. The profitability of these companies will depend on their expertise in selecting the best performing syndicates. Second, are "dedicated" companies which invest in only a narrow range of syndicates run by a single Lloyd's managing agency. The purest form of dedicated company - and the closest to the embryonic insurance companies which many expect to dominate Lloyd's of the future - are the "corporate syndicates", where the new

capital is the syndicate's only source of funds. Corporate syndicates do not have to be "annual ventures" as is traditional for Lloyd's insurance syndicates. This means premium income can be invested, more efficiently, over a longer period. Of this year's new investors, four are listed on the UK stock exchange - including two "dedicated" companies, Kila Capital and Wellington Underwriting.

WHERE THE NEW MONEY IS COMING FROM				
Company	Type	Capital Raised £m	Overall Limit £m	Backer
Wellington Underwriting	Dedicated	17.25	32.00	
Hiscox Dedicated Insurance Fund	Dedicated	26.62	37.00	Trident
Vestor Underwriting Group	Dedicated	13.59	24.54	Trident
Hardy Underwriting	Dedicated	5.00	9.09	
Liberty Corporate Capital	Dedicated	2.85	5.00	Liberty Mutual
Matheson Lloyd's Investment Trust	Investment Trust	40.00	40.00	
Equifax	Investment Trust	25.00	40.00	
MIEC Investment Company	Investment Trust	20.00	30.00	
Kila Capital	Spread vehicle	2.24	4.48	Medical Underwriters of California
Frankona Capital	Spread vehicle	25.49	47.86	
Nissan Lloyd's Underwriting	Spread vehicle	6.59	10.00	Frankona
Archer Dedicated	Spread vehicle	2.50	5.00	Nissan Fire & Marine Insurance Co
Tarquin Underwriting	Spread vehicle	4.00	7.50	
Artem Capital	Corp Syndicate	88.00	160.00	Insurance Partners/Harvard
DPM Corporate Name	Corp Syndicate	1.65	1.10	
Cox Dedicated Corporate Member	Corp Syndicate	1.50	2.31	
RGB Capital Holdings	Corp Syndicate	12.00	22.25	Frankona
Advent Capital	Corp Syndicate	9.50	17.53	
SCC at Lloyd's	Spread vehicle	1.50	3.00	
Equity Real Star	Spread vehicle	1.75	3.15	
ZIC Lloyd's Underwriting	Dedicated	3.20	4.57	Zenith Insurance Company
Saxton Corporate Member	Dedicated	1.50	3.00	
North American London Underwriters	Spread vehicle	9.10	14.00	
Mears Incorporated Capital	Spread vehicle	1.70	3.39	
Others not announced:	Spread	1.50	3.00	
	Spread	1.50	3.00	
	Spread	1.50	3.00	
	Spread	1.50	3.00	
Total		331.35	594.06	

NEWS IN BRIEF

ABBEY NATIONAL Independent Financial Advisors has acquired WF Company and its subsidiaries for an undisclosed sum. WF had net assets of £275,000 at March 31. ALPHAMERIC has received valid acceptances for its open offer in respect of 4.56m new ordinary shares, representing 73.2 per cent. Those not subscribed for will be allotted to places.

ATREUS has received valid applications for its open offer in respect of 10.9m new ordinary shares, being 75.5 per cent of those available. Some 7.1m shares (9.6 per cent) of the enlarged capital will be placed with the WT Rooney Trust. **BREAK FOR THE BORDER:** Throgmorton Preferred Income Trust is to subscribe for 3m 8.75 per cent preference shares with 1.7m warrants attached, at 58p per share. **CARLISLE GROUP**, through its Caldbeck Properties subsidiary, has bought a 9,500 sq ft freehold office building in Portland Place, London, for £2.08m cash. It is fully let with an annual rent of £135,000. **DE MORGAN GROUP** has requested the appointment of a receiver following the failure of efforts to secure a refinancing. The shares were suspended at 54p.

DISCOVERY INNS: Turnover for year to October 1 was £9.34m (£7.62m) and pre-tax profits £1.1m (£0.9m). There was a particularly strong performance from group's managed houses and from core tenancies. **MINSTERGATE:** Profit before tax £1.21m (£1.28m) in year to August 31. Sales to external customers £4.23m (£3.33m). Earnings 28.4p (30.55p) per share. **PENNA** is in negotiations with the concert party which has recently been buying its shares. The talks are about a possible restructuring of the composition of the board.

Doubled bonus for Tate & Lyle chairman

By David Blackwell

The bonus paid to Sir Neil Shaw, chairman and highest paid director of Tate & Lyle, the sugars and sweeteners group, doubled last year to £200,000 for the year to September 24. Sir Neil's remuneration, excluding pension fund contributions, increased by 26 per cent to £456,000, although his salary eased from £261,000 to £256,000, according to the annual report and accounts published yesterday. For the year 1992-93, his total remuneration fell from £375,000 to £361,000, including a bonus of £100,000.

Last month Tate & Lyle reported record annual profits of £273.8m, up 23 per cent on the previous year, on the back of a strong performance from US cereal sweeteners and starches. Fully diluted earnings per share rose 13 per cent to 37.1p, while the dividend was 11 per cent ahead at 14.4p.

The main factor behind the rise was a turnaround at Staley, the US subsidiary, which brought in record results after several years of disputes over working practices at one of its Illinois plants. Just before Christmas the group announced a \$78m (£50m) expansion project for Staley which will eventually double capacity for both high fructose corn syrup and modified starch.

Staley's gains last year masked a downturn in the US sugar profits following record beet supplies. But the group would not give specific figures for sugar, in line with a decision to reduce the data it publishes. Sir Neil said it was detrimental to the business to give more information than competitors, many of which were private companies.

Dutch group will get 10 per cent of European office furnishings market Samas makes German purchase

By Ronald van de Krol in Amsterdam

Samas, the Dutch office furnishings company, said yesterday it had reached final agreement on acquiring a majority stake in Schaeff, the German office furniture maker, from the Schaeff family.

The acquisition will nearly double Samas' annual turnover to Fl 1.4bn (\$800m) and will give it 10 per cent of the European market for office furnishings. Samas said this

would make it the European market leader.

The company, dedicated to say how much it will pay the Schaeff family for its 53.7 per cent stake. The remaining 41.3 per cent of the Schaeff group's shares do not carry voting rights and are listed on the Frankfurt Stock Exchange.

"The Samas group is not considering a bid for these shares", the Dutch company said.

The two companies are largely complementary, both in

their products and their geographic markets. Schaeff makes a range of wooden office desks and chairs and generates nearly three-quarters of its sales in Germany, while Samas focuses mainly on the Netherlands, France and Britain.

Schaeff also has production facilities in Poland, the Czech Republic and Hungary, providing the Dutch company with a foothold in Eastern Europe.

Although Samas would not reveal the purchase price, it

said part of the financing for the deal would be raised through a rights issue of convertible, cumulative preference shares that would be worth at least Fl 152m before costs.

In the first quarter of 1995, Samas's shareholders will be able to subscribe to one new preference share for every two ordinary shares they own. ING Bank, lead manager, will underwrite the issue at a guaranteed price of at least Fl 74 per preference share.

Pay rise for Frederick Cooper chief

Mr Ed Kirk, chairman of Frederick Cooper, the architectural hardware, metal finishing and electrical products group, received a 60 per cent rise in emoluments for the year to July 31.

Although his basic salary edged up to £126,000 (£122,000), and benefits rose to £7,000 (£5,000), this time he gained £52,000 in performance-related pay. The company also lifted its contribution to Mr Kirk's pension to £50,000 (£20,000).

In the period, pre-tax profits and fully diluted earnings per share advanced 53 and 59 per cent respectively, to £8.31m and 9.3p. Basic earnings more than doubled to 8.2p (3.4p).

Pre-tax profits from "underlying operations" grew a modest 30 per cent to £5.45m, while earnings on a fully diluted basis expanded 31 per cent to 7.7p (5.9p) and basic 71 per cent to 6p (3.5p).

Vega contract

Vega Group, the software and systems engineering company, has won a £1m plus training

Raglan in £14m property swap

Raglan Properties and Schroder Exempt Property Trust have swapped two property portfolios in a deal worth a total of £14m. Raglan is acquiring five

shops and a small industrial estate for £7.72m while Schroder Exempt will get five shops for £6.22m, the £1.5m difference being satisfied in cash.

NEWS DIGEST

down from a restated £1.8m last time. Earnings were 1.56p (1.59p) but the interim dividend goes up to 1.5p (1.55p).

Danae Inv Trust

Net asset value per capital share fell 13 per cent at Danae Investment Trust over the six months to November 30.

Net revenue for the period slipped to £270,000 (£274,000) for earnings per income share of 3.7p (3.79p). The interim dividend is unchanged at 3.375p and the total for the year is expected to be held at 7.95p.

Alliance Resources

Alliance Resources, the US-based oil and gas exploration and production company, is paying \$1.4m (\$990,000) for Source Petroleum.

Midlands Elect

Midlands Electricity has acquired a 15 per cent stake in Teesside Power Holdings, the company through which Enron Europe holds its 50 per cent stake in Teesside Power, for an undisclosed amount.

Central Power, Midlands' wholly-owned subsidiary which has bought the stake from Enron, previously had a 19.2 per cent interest in Teesside Power, which has now been, in effect, increased to 28.7 per cent.

CROSS BORDER M&A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
BAT Industries (UK)	American Tobacco (US)	Tobacco	\$800m	US government approves
BTR Nylax (Australia)	Fornica Corp (US)	Laminates	\$397m	BTR arm back buying
Zeneca (UK)	Selick Healthcare (US)	Healthcare	\$310m	Zeneca's biggest buy yet
Berlitz International (UK)	Walbit Corp (US)	Kitchen equipment	\$295m	Berlitz continues mutation
Constellation Plc (Luxembourg)	Unit of Xerox (US)	Reinsurance	\$250m	Xerox continues financial disposals
Cofacip (France)/Stara Offshore (Sweden)	Merger	Oil & gas services	\$147m	Merger completed
Ciba (Switzerland)	Unit of Rhone-Poulenc-Rorier (France/US)	Pharmaceuticals	\$121m	Total cost to be \$500m
WestLB (Germany)	Banque d'Orsay (France)	Banking	\$53m	Gruppe AXA divesting
Thomson-CSF (France)	Defence Group (UK)	Electronics	\$15m	Thomson continues disposals
Acelabx (Canada)	Unit of Rhone-Poulenc (France)	Chemicals	n/a	Another RP disposal

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INTERNATIONAL CAPITAL MARKETS

Loans have become a cheap alternative to bonds this year. Martin Brice looks at prospects for 1995

Syndicated lenders take another look at covenants as pricing nears the floor



OUTLOOK 95

THE big issue in the syndicated loans market this year has been pricing, as margins have fallen by up to 50 per cent. The questions for 1995 are whether pricing will fall further, and whether covenants will become weaker.

Although bankers are divided on the direction of pricing, one thing is certain. If margins fall any further, banks will start paying borrowers to take out loans. As one banker said last week: "We are close to the floor now. There is not much room for movement."

As for covenants, while some bankers expect to see weaker structures, others are not so sure. "What won't happen this time around in the economic cycle is a dramatic weakening of covenants," said one banker. "People have learnt from some pretty ghastly experiences in the recession, so they will compete on price."

The fall in pricing has been most evident in loans for strong, respected names. Some bankers expect this movement to transfer to names not rated so highly. "While liquidity remains strong, there remains strong pressure on pricing for lesser quality credits," said one market participant.

On the question of pricing,

the jumbo loan for Sweden and the Ecobank deal for Spain set benchmarks. The Spain deal was priced at 4.25 basis points for the facility fee and a margin of 4.5 basis points over the London interbank offered rate (Libor).

This level of pricing raised eyebrows, but within months even this margin had been cut, with Citibank and J.P. Morgan arranging \$6bn for Sweden at a facility fee of 4 basis points and a spread of 4 basis points over Libor. The fall in pricing has been rapid; as one banker at another house said: "Margins have come down faster than we expected."

Bankers behind the \$6bn syndicated loan for Sweden are planning a dinner to celebrate the completion of the deal. Appropriately, as Sweden voted to join the European Union this year, they plan a trip on Eurostar, the Channel Tunnel train, to Brussels. "Good luck to them," said a banker not involved in the deal.

However, bankers are not the only people with cause to celebrate that loan, which was unquestionably a benchmark deal in the international lending market.

The Riksgälds Kontoret, or Swedish National Debt Office, also has cause to celebrate. It now has a total of \$6bn available from 46 banks, for a total

annual fee of just \$2.4m.

Sweden will use the money to pay off two more expensive existing loans, of which around \$1bn is outstanding, so this loan means Sweden starts the year with \$6bn in reserve.

Since its borrowing requirement for 1994 was around \$2.45bn, it seems well placed for 1995.

If the rocky ride in the bond markets continues, we may see Sweden return to the syndi-

40 basis points over.

Borrowers coming to the loan market to escape bruising in the bond markets is likely to be a feature of 1995.

Italy is one area where uncertainty in the bond market may prompt borrowers to access the market for international credits.

NetWest Markets has recently arranged a deal for Finmeccanica, the big Italian state-owned engineering group,

debt of Airbus Finance is rated at A1 or A+ or equivalent by two credit rating agencies. At that point the guarantee ends.

As a banker said: "Pricing has continued to fall and structures [covenants] continue to get weaker. We are at the stage where margins on high quality credits are wafer thin. This is a cyclical problem with the syndicated loans market and I don't expect any change from other cycles. There will be loan losses, and margins will rise."

However, one borrower for whom margins are unlikely to rise for the next five years is John Lewis, the UK retailer.

N.M. Rothschild has arranged an innovative \$140m facility which allows the company to look in at existing rates, during the life of the five-year facility, which is limited to a core of banks which already have a relationship with the company.

A banker close to the deal said: "If the market continues to improve in its favour, the company will get the benefits."

Another benchmark deal was the \$350m loan for East Midlands Electricity, the UK power utility, which was priced at a facility fee of 7 basis points on the undrawn portion of the loan and a margin of 15 basis points over Libor on the drawn portion of the loan.

Although widely regarded in the market as a deal too far at the time, nevertheless the loan was completed. A banker close to the deal said: "It met resistance but it was done."

While the deals for Sweden and Spain set benchmarks, a deal for Thai International Airways has raised eyebrows. This 10-year, \$150m loan guaranteed by the Thai Ministry of Finance is believed to be priced at Libor flat, leaving banks with little if any profit.

"This is just absurd. We have our mouths open in amazement. The market has gone berserk again," said one banker.

One person giving the impression of keeping his feet firmly on the ground among all this is Mr Walter Shipley, chairman and chief executive of Chemical Bank, a leader in the syndicated loans market.

One thing is certain. If margins fall any further, banks will start paying borrowers to take out loans

cated lending market for funding. If it does, observers will be very interested to see what price it pays.

Corporate borrowers from Scandinavia have also been active this year in the loan market, where they can now get prices similar to those prevailing at the end of the 1990s, when 25 basis points over Libor was available.

Televerket of Norway and Vattenfall of Sweden have secured funds this year at around 19 basis points over Libor, and bankers point out that last year they would have had to pay around

thereby opening up the Italian corporate sector of the syndicated loan market after a gap of several years. This deal was priced at 40 basis points over Libor.

Another feature of 1994 has been the reappearance of Japanese banks, which have fought aggressively for loans. Although this may have had an effect on the fall in pricing, a glance at the names of banks in syndicates for loans shows that their influence is not overbearing.

As one banker said: "There is no question that Japanese banks have been active, but it [the fall in pricing] is global, not just a specific part of the investor world."

Other bankers point to the names in both the Sweden and Spain deals this year, where apart from domestic banks, there were 25 institutions from eight countries involved.

The bid for the \$1.5bn loan for Airbus Finance shows that of the 49 banks in the deal, only 13 are Japanese. This deal, arranged by J.P. Morgan, was launched into syndication as a \$1bn loan but attracted commitments of more than \$2.5bn, and was increased to \$1.5bn.

The Airbus Finance deal is notable in that the loan is guaranteed by the four parents of Airbus until the long-term unsecured and unguaranteed

Arrangers of international loans 1994 (\$bn)		
Rank	Arranger	Amount
1	Chemical Bank	15.78
2	National Westminster Bank	14.48
3	Citibank	11.75
4	Barclays Bank	11.15
5	ABN-Amro Bank	8.46
6	J.P. Morgan	7.74
7	Deutsche Bank	7.45
8	Hongkong Bank/Midland Group	7.18
9	CSFB/Credit Suisse	6.50
10	Union Bank of Switzerland	6.20
11	Chase Manhattan Bank	5.93
12	Santander Bank	5.52
13	Bank of America	5.08
14	Bankers Trust	4.69
15	Paribas Bank	4.67
16	Sanchez Induscar	4.44
17	Société Générale	4.41
18	Smith Barney	4.00
19	Fuj Bank	3.99
20	Bank of Tokyo	3.96
21	Sanwa Bank	3.90
22	Grand Metropolitan	3.10
23	HSBC	3.03
24	Lloyds Bank Capital Markets	3.00
25	Barque Nationale de Paris	2.92
26	Bank of Nova Scotia	2.91
27	Credit Lyonnais	2.85
28	Swiss Bank Corp	2.80
29	Hill Samuel Bank	2.78
30	Dresdner Bank	2.68
31	Standard Chartered Bank	2.57
32	Sanpa Bank	2.56
33	Commerzbank	2.51
34	Dai-ichi Kangyo Bank	2.48
35	Bank of Tokyo	2.45
36	Bank of Singapore	2.43
37	Royal Bank of Canada	2.41
38	Mitsubishi Bank	2.39
39	International Finance Corp	2.37
40	Toronto-Dominion Bank	2.36
41	Bank of Montreal	2.35
42	N.M. Rothschild & Sons	2.32
43	Sakura Bank	2.31
44	Malayan Banking	2.28
45	Schroders	2.26
46	Royal Bank of Scotland	2.21
47	Argenta	2.21
48	Hanson	2.15
49	NationsBank	2.10
50	Bayerische Landesbank	2.07

Figures are in \$bn. Source: Euromoney Yearbook.

Treasuries rise across maturity spectrum

By Lisa Branson in New York and Gertner Midelmann in London

US Treasury prices rose across the maturity spectrum in light trading yesterday morning.

At midday, the benchmark 30-year government bond was up 1/8 at 98 1/2, yielding 7.767 per cent, and the two-year note rose 1/4 to 99 1/4, yielding 7.638 per cent.

Prices dipped early in the morning after the Conference Board released a stronger than expected report showing the

GOVERNMENT BONDS

Consumer confidence index rose to 103.3 in December from 100.4 in November.

Later, prices recovered amid short-selling by traders reacting to reports of relatively weak home sales and lower than expected retail sales.

Anecdotal reports indicated many retailers slashed prices to move Christmas goods. Sales of single-family homes fell 2.6 per cent in November, according to the National Association of Realtors.

European markets were very quiet, with most participants on holiday and the UK market closed. German bonds got a small lift from firmer US Treasuries, and the March bond futures contract on DTB ended at 98.94, up 0.08, albeit on extremely thin volume.

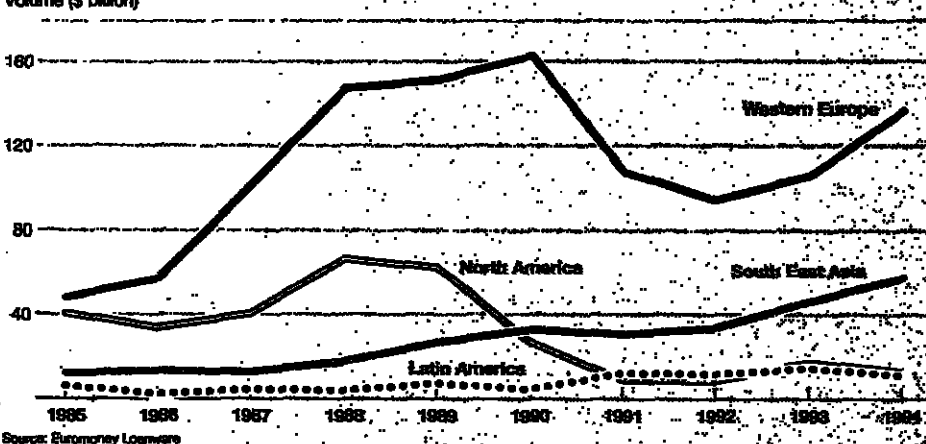
The German government will launch its year-end bond today. The first tranche of the 10-year paper - expected to carry a 7.5 per cent coupon - will be placed via the traditional bond consortium and a second tranche is due to be auctioned tomorrow.

In Spain, continued jitters surrounding political scandals undermined the market, causing the March bond future to tumble by 0.68 to 84.30.

In Italy, the March bond future rose by 0.39 to 99.82, despite continued political uncertainty following Mr Silvio Berlusconi's resignation last week as prime minister.

International loans

Volume (\$ billion)



Source: Euromoney Yearbook

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Day's change	Yield	Week ago	Month ago
Australia	6.500	99.04	92.7400	+0.00	10.22	10.34
Belgium	7.250	100.04	99.5000	+0.00	9.91	9.92
Canada	5.000	100.04	99.5000	+0.00	9.07	9.08
Denmark	7.000	100.04	99.5000	+0.00	8.92	8.93
France	6.500	99.04	92.7400	+0.00	7.89	7.91
Germany	6.500	99.04	92.7400	+0.00	7.89	7.91
Italy	7.500	100.04	99.5000	+0.00	8.07	8.10
Japan	6.500	99.04	92.7400	+0.00	11.99	12.00
Netherlands	6.500	99.04	92.7400	+0.00	8.45	8.46
Spain	7.250	100.04	99.5000	+0.00	7.86	7.87
UK	6.500	99.04	92.7400	+0.00	11.23	11.24
US Treasury	6.500	99.04	92.7400	+0.00	8.47	8.48
US Treasury	6.500	99.04	92.7400	+0.00	8.47	8.48
US Treasury	6.500	99.04	92.7400	+0.00	8.47	8.48

Source: Euromoney Yearbook

US INTEREST RATES

Instrument	Rate	Price	Day's change	Yield	Week ago	Month ago
1-month	5.75	99.04	92.7400	+0.00	10.22	10.34
3-month	5.75	99.04	92.7400	+0.00	9.91	9.92
6-month	5.75	99.04	92.7400	+0.00	9.07	9.08
9-month	5.75	99.04	92.7400	+0.00	8.92	8.93
1-year	5.75	99.04	92.7400	+0.00	7.89	7.91
2-year	5.75	99.04	92.7400	+0.00	7.89	7.91
3-year	5.75	99.04	92.7400	+0.00	8.07	8.10
5-year	5.75	99.04	92.7400	+0.00	11.99	12.00
10-year	5.75	99.04	92.7400	+0.00	8.45	8.46
30-year	5.75	99.04	92.7400	+0.00	11.23	11.24

Source: Euromoney Yearbook

COMMODITIES PRICES

BASE METALS

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
Copper	lb	1.12	+0.01	10.22	10.34	10.34
Aluminum	lb	0.48	+0.01	9.91	9.92	9.92
Zinc	lb	0.45	+0.01	9.07	9.08	9.08
Nickel	lb	0.42	+0.01	8.92	8.93	8.93
Lead	lb	0.40	+0.01	7.89	7.91	7.91
Steel	lb	0.38	+0.01	7.89	7.91	7.91
Iron	lb	0.36	+0.01	8.07	8.10	8.10
Gold	lb	0.34	+0.01	11.99	12.00	12.00
Silver	lb	0.32	+0.01	8.45	8.46	8.46
Platinum	lb	0.30	+0.01	11.23	11.24	11.24

Source: Euromoney Yearbook

ENERGY

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
Crude Oil	lb	1.12	+0.01	10.22	10.34	10.34
Natural Gas	lb	0.48	+0.01	9.91	9.92	9.92
Heating Oil	lb	0.45	+0.01	9.07	9.08	9.08
Coal	lb	0.42	+0.01	8.92	8.93	8.93
Wood	lb	0.40	+0.01	7.89	7.91	7.91
Grain	lb	0.38	+0.01	7.89	7.91	7.91
Feed	lb	0.36	+0.01	8.07	8.10	8.10
Oilseed	lb	0.34	+0.01	11.99	12.00	12.00
Wool	lb	0.32	+0.01	8.45	8.46	8.46
Yarn	lb	0.30	+0.01	11.23	11.24	11.24

Source: Euromoney Yearbook

PRECIOUS METALS

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
Gold	lb	1.12	+0.01	10.22	10.34	10.34
Silver	lb	0.48	+0.01	9.91	9.92	9.92
Platinum	lb	0.45	+0.01	9.07	9.08	9.08
Palladium	lb	0.42	+0.01	8.92	8.93	8.93
Rhodium	lb	0.40	+0.01	7.89	7.91	7.91
Iridium	lb	0.38	+0.01	7.89	7.91	7.91
Ruthenium	lb	0.36	+0.01	8.07	8.10	8.10
Rhenium	lb	0.34	+0.01	11.99	12.00	12.00
Osmium	lb	0.32	+0.01	8.45	8.46	8.46
Seal	lb	0.30	+0.01	11.23	11.24	11.24

Source: Euromoney Yearbook

GRAINS AND OIL SEEDS

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
Wheat	lb	1.12	+0.01	10.22	10.34	10.34
Barley	lb	0.48	+0.01	9.91	9.92	9.92
Oats	lb	0.45	+0.01	9.07	9.08	9.08
Rye	lb	0.42	+0.01	8.92	8.93	8.93
Maize	lb	0.40	+0.01	7.89	7.91	7.91
Sorghum	lb	0.38	+0.01	7.89	7.91	7.91
Millet	lb	0.36	+0.01	8.07	8.10	8.10
Buckwheat	lb	0.34	+0.01	11.99	12.00	12.00
Amaranth	lb	0.32	+0.01	8.45	8.46	8.46
Quinoa	lb	0.30	+0.01	11.23	11.24	11.24

Source: Euromoney Yearbook

SOFTS

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
Cocoa	lb	1.12	+0.01	10.22	10.34	10.34
Soybean	lb	0.48	+0.01	9.91	9.92	9.92
Wheat	lb	0.45	+0.01	9.07	9.08	9.08
Barley	lb	0.42	+0.01	8.92	8.93	8.93
Oats	lb	0.40	+0.01	7.89	7.91	7.91
Rye	lb	0.38	+0.01	7.89	7.91	7.91
Maize	lb	0.36	+0.01	8.07	8.10	8.10
Sorghum	lb	0.34	+0.01	11.99	12.00	12.00
Millet	lb	0.32	+0.01	8.45	8.46	8.46
Buckwheat	lb	0.30	+0.01	11.23	11.24	11.24

Source: Euromoney Yearbook

BOND FUTURES AND OPTIONS

FRANCE

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
10Y	100	111.32	+0.25	111.38	111.08	3.225
30Y	100	110.48	+0.25	110.48	110.48	1.082
50Y	100	110.08	+0.25	110.08	110.08	7.09

Source: Euromoney Yearbook

ECU

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
10Y	100	61.14	+0.25	61.14	61.14	1.38
30Y	100	61.14	+0.25	61.14	61.14	6.144

Source: Euromoney Yearbook

SPAIN

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
10Y	100	64.87	+0.25	64.87	64.05	14.227
30Y	100	64.87	+0.25	64.87	64.05	40.396

Source: Euromoney Yearbook

LONG TERM FRENCH BOND OPTIONS (MATF)

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
10Y	100	0.42	+0.01	0.42	0.42	0.42
30Y	100	0.40	+0.01	0.40	0.40	0.40
50Y	100	0.38	+0.01	0.38	0.38	0.38

Source: Euromoney Yearbook

LONG TERM FRENCH BOND OPTIONS (MATF)

Commodity	Unit	Price	Day's change	Yield	Week ago	Month ago
10Y	100	0.42	+0.01	0.42	0.42	0.42

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	Dec 27	Dec 28	Dec 29	High	Low		Dec 27	Dec 28	Dec 29	High	Low		Dec 27	Dec 28	Dec 29	High	Low
Agustine Growth (12/12/77)	(S)	15987.44	15333.97	25408.48	16294	13867.44	2712/94	MC Pac (Nov 1978)	2343.73	2562.76	(S)	2861.17	825/94	1857.33	204/94		
Arcadia	(S)	1305.3	2340.88	30294	1942.88	1212/94		Reitman						483.28	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		CSX Transportation (S)	445.7		441.8	494.88	311/94	483.28	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		CSX Asm Shp (S)	267.2		27.2	294.88	311/94	257.8	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		East Zealand		(S)	(S)	3428.81	291/94	310.88	1212/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Cap. Ad (11/7/93)		(S)	(S)	3428.81	291/94	310.88	1212/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Harvey	1128.94		1128.92	1211.19	292/94	888.81	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		John Seay									
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Ony (2/1/93)									
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Philippine Telecom Corp (11/8)	2794.58	2791.40	2795.50	3338.37	41/94	2362.33	93/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Portugal STA (18/7)	2063.3		2003.6	3228.88	182/94	2822.88	20/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Singapore SES Asm Shp (11/7/93)	533.71		533.00	641.94	31/94	533.71	1212/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		South Africa JSE Cap (11/7/93)	193.0/9		193.0/9	214.00	74/94	178.00	142/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		JSE Ind. (11/7/93)	6331.9/9		6331.9/9	6884.38	2211/94	6448.88	181/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		South Korea KoreaDevCo (11/7/93)	1025.33		1048.35	1338.75	911/94	882.37	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Spain MCHS Inc (11/7/93)	294.0		292.88	387.98	311/94	285.32	21/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Sweden Svenska (11/7/93)	1740.12		1471.1	1891.88	311/94	1342.78	87/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Switzerland Swiss Bk Int (11/7/93)	1254.92		1245.51	1453.24	311/94	1188.22	221/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Taiwan SBC (11/7/93)	638.81		632.88	688.28	311/94	638.81	221/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Thailand TSC (11/7/93)	593.91		657.85	718.33	305/94	6194.85	182/94		
Asiatic Asiatic (11/18/81)	(S)	622.1	1133.1	329/94	579.19	1212/94		Thailand Bangkok Int (11/7/93)	1395.85	1392.10	1391.25	1					

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CURRENCIES AND MONEY

Markets report

Peso slumps to record low against US dollar

IN the aftermath of the Christmas holiday, the American foreign exchange markets continued to provide the main focus of market interest, writes Lisa Branson and Gillian Triggs.

Although the dollar was largely steady against the major currencies, the peso hit new record lows against the US currency.

Meanwhile trading in Europe was extremely quiet, with London and several other major exchanges still closed after the Christmas holiday.

The peso continued to be the main focus of the day, as it plunged to a new low point against the dollar in nervous trading.

During the morning in New York it was trading in the range of NPS4.4 to NPS4.5 against the dollar as the market continued the free-fall that had

begun when the Mexican government first devalued and then floated the currency last week.

Activity in the peso market was extremely volatile. Many traders were watching the Mexican stock market for clues about what the currency might do.

The Bolsa fell sharply early in the morning, but recovered later as traders looked for bargains among Mexican stocks.

This nervous trading followed a sharp fall in the Mexican currency on Monday, when the peso fell by another 7 per cent against the US dollar, after losing 30 per cent of its value last week.

Some traders attributed the peso's new lows to growing tension in the poor southern state of Chiapas as the anniversary of the peasant uprising in that state approached.

On January 1 of this year a group that named itself after Mexican revolutionary Emiliano Zapata launched a rebellion against state authorities. While most violence ended shortly after the uprising, the government is now said to be building up troops in the region as rebels threaten to renew fighting.

Trading in the dollar, by contrast, was quieter, with the currency remaining largely range bound against the main European currencies.

Even the main US economic data of the day, a jump to a four and a half year high in the Conference Board's consumer confidence, had no more than a brief, minor impact on trading. By midday the US currency was trading at a new high against the yen and the dollar rose modestly to Y100.42.



Source: Bank of England

while falling slightly to DML5678 against the German currency.

Margaret Kudaravskas, a senior foreign exchange analyst at Thomson Financial Services, said there was no fundamental reason for the dollar's

gain against the yen. "I think it is still in a range, it is just on the firmer end of it," she said.

She added that rumours of orders to sell large amounts of dollars of the currency runs up between Y100.50 and Y101 would probably keep the US currency below the Y100.50 mark.

The dollar's loss against the D-Mark came as the US currency gained against other European currencies. However volume on US currency markets was extremely light because there was very little trading.

Most market activity yesterday - and most of last week - was due to companies purchasing foreign exchange for business reasons, not traders betting on rising or falling currency values, according to Ms Kudaravskas.

Trading in Europe was extremely quiet yesterday, with the London exchanges remaining closed. Starting weakened slightly against the D-Mark, closing at DM2.438, down from Friday's close of DM2.441.

Against the American currency it also weakened fractionally, closing at \$1.548, down from \$1.547 at the close on Friday.

Trading in the European crosses was also extremely quiet, although the lira slipped slightly against the D-Mark, as the Italian currency continued to be undermined by the political uncertainty gripping the country.

The Turkish central bank raised its overnight lending rate to 110 per cent in the afternoon from 95 per cent to control dollar rates, bankers said.

POUND SPOT FORWARD AGAINST THE POUND

Dec 27	Closing mid-point	Change on day	Dec 27	Closing mid-point	Change on day
Europe	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Australia	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Canada	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Denmark	17.1328	-0.0004	Dec 27	17.1328	-0.0004
France	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Germany	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Italy	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Japan	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Netherlands	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Portugal	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Spain	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Sweden	17.1328	-0.0004	Dec 27	17.1328	-0.0004
Switzerland	17.1328	-0.0004	Dec 27	17.1328	-0.0004
UK	17.1328	-0.0004	Dec 27	17.1328	-0.0004
USA	17.1328	-0.0004	Dec 27	17.1328	-0.0004

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Dec 27	Closing mid-point	Change on day	Dec 27	Closing mid-point	Change on day
Europe	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Australia	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Canada	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Denmark	11.0095	-0.0008	Dec 27	11.0095	-0.0008
France	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Germany	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Italy	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Japan	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Netherlands	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Portugal	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Spain	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Sweden	11.0095	-0.0008	Dec 27	11.0095	-0.0008
Switzerland	11.0095	-0.0008	Dec 27	11.0095	-0.0008
UK	11.0095	-0.0008	Dec 27	11.0095	-0.0008
USA	11.0095	-0.0008	Dec 27	11.0095	-0.0008

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

EXCHANGE CROSS RATES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

Dec 27	Dec 27	Dec 27	Dec 27	Dec 27	Dec 27
Belgium	100	10.10	10.10	10.10	10.10
Denmark	100	10.10	10.10	10.10	10.10
France	100	10.10	10.10	10.10	10.10
Germany	100	10.10	10.10	10.10	10.10
Italy	100	10.10	10.10	10.10	10.10
Japan	100	10.10	10.10	10.10	10.10
Netherlands	100	10.10	10.10	10.10	10.10
Portugal	100	10.10	10.10	10.10	10.10
Spain	100	10.10	10.10	10.10	10.10
Sweden	100	10.10	10.10	10.10	10.10
Switzerland	100	10.10	10.10	10.10	10.10
UK	100	10.10	10.10	10.10	10.10
USA	100	10.10	10.10	10.10	10.10

CROSS RATES AND DERIVATIVES

ADVERTISEMENT

ITALIAN PACKAGING MACHINERY INDUSTRY

The Italian packaging machinery industry: a world leader with growing shares in the market, thanks to its traditional success in satisfying market demands, while providing personalised solutions

THE REASONS OF A LEADERSHIP

Italian packaging machines are in use in over 150 countries, mostly in European markets, the U.S. and Japan, as well as in the newly industrialised countries of Asia. Also of special importance is the use of Italian machines in countries striving to improve their living standards, from the CIS to the other nations of East and Central Europe, as well as China, Latin America and the more developed industrial regions of Africa. Today one out of four packaging machines on the international market is made in Italy.

A successful tradition. The reasons for this success can be traced within its historical and geographical roots. The first businesses were formed in Bologna at the beginning of the 19th century. As true pioneers, the first industries were well ahead of their time in identifying two fundamental demands of the market: the strategic importance of packaging in the market of products of large consumption; and the need to adapt packaging machines to fit the particular requirements of each customer.

Customisation. On the basis of this tradition, the Italian packaging machinery firms offer a complete range of products on the world market. The systems and the machines they plan are tailor-made to fit specific customer needs, using innovative technology and new materials at every level of the production process. Furthermore, the highest levels of service are guaranteed by a continuous and stable contact between producers and customers.

Non-stop research. The major part of the people working in the Italian packaging machinery sector is employed in research, development and maintenance.

They work on two fronts. On one side they develop an increasing number of complete and automated lines. On the other side they create user-friendly machinery which requires less maintenance and can be integrated into the users already-existing production and inspection systems. According to a survey carried out by the Harvard Business School, Italian packaging machinery is an "happy combination of artistry and technology".

Competition and competitiveness. The Italian packaging machinery sector is mainly composed of small and medium sized companies. So competition is very

strong and represents a continuous stimulation for the improvement and innovation in products and services, customer orientation, flexibility and good quality-price ratio. This is the basis for the competitiveness of the sector on the worldwide market. Such a simple and, at the same time, sophisticated structure quickly became a strong success factor when Italian entrepreneurs began to cross over the frontiers. Export has become so important that Italian packaging machinery industry is going to achieve a position of leadership on worldwide market.

The trend of the Italian industry of packaging machinery (value in million U.S. dollars)

	1992	1993	Δ % 93/92
Turnover	1,621	1,824	+ 12.5
Export	1,123	1,494	+ 33.0
Deliveries on the internal market	498	330	- 33.6
Import	178	203	+ 14.3
Domestic consumption	676	534	- 21.0
Trade balance	945	1,290	+ 36.5
Import / Domestic consumption	26.3	38.1	
Export / Turnover	69.3	81.9	

Source: UCIMA-The Italian Packaging Machinery Manufacturers' Association - Economic Studies Bureau

ITALIAN PACKAGING MACHINERY: NON STOP GROWTH.

"We can look at the future very optimistically", said Mr. Giancarlo De Martis, president of UCIMA (the association representing Italian packaging machinery manufacturers).

In 1993 over 300 companies producing packaging machinery in Italy registered a growth in export of 33% compared to the previous year, and the impact of sales on turnover increased from 69.3% to 81%.

"While other countries such as Germany, France and Switzerland reported a decrease in terms of turnover - said Mr. De Martis - the Italian packaging machinery industry seems to be launched towards a continuous growth. With no doubt the readjustment of Lira has been helpful, but the most important role in such a success has certainly been played by the pursuit of a policy of high technology and customer satisfaction".

An in-depth look. Export in 1993 represented 81.9% of the total production of Italian packaging machinery and in the same year balance of trade registered over 1.3 billion dollars (about 70.7% of the total turnover).

Obviously the EC is the primary market for Italian packaging machinery export with a share of 39.2% and with a growth rate in 1993 of 20.4% compared to 1992.

The German market remains the most important (+13.1%), followed by the U.S., France, UK, and Spain.

Export also increased in the Eastern European market (particularly in Poland and CIS) in Latin America (particularly Mexico, Argentina, Chile and Brazil), China and South East Asia.

A "memorable overtaking" of the competitors was then achieved in Japan where Italian machineries represent 35% of the total of foreign machineries sold there.

A strategic development. The strong position of the Italian packaging machinery industry is now going to be consolidated with an outreach visibility plan that UCIMA (the association representing Italian packaging machinery manufacturers) is implementing.

The core of this plan is the creation of the Italian Packaging Points in Hong Kong and Mexico City (and so, at the gateways to the most strategic markets: the Far East and Latin America).

These "IPPs" will support all the initiatives of Italian packaging industry (i.e. the "Italian Packaging and Process Machinery Exhibition" that will be held in Beijing in March 1995), and, most of all, will manage all the communication to the Far East and Central-Southern America.

"The Far East and Latin America, - declared Mr. De Martis - thanks to the development they achieved in the last years will be the big "chances" for Italian packaging machinery industry".

The Italian manufacturers of packaging machinery have already achieved good results, much more valuable considering the fact that, in many cases, there was no advantage coming from the devaluation of the Lira.

"So, - declared Mr. De Martis, the consolidation of the Italian packaging machinery industry in these "relatively" emerging markets, represents the last frontier to worldwide leadership".

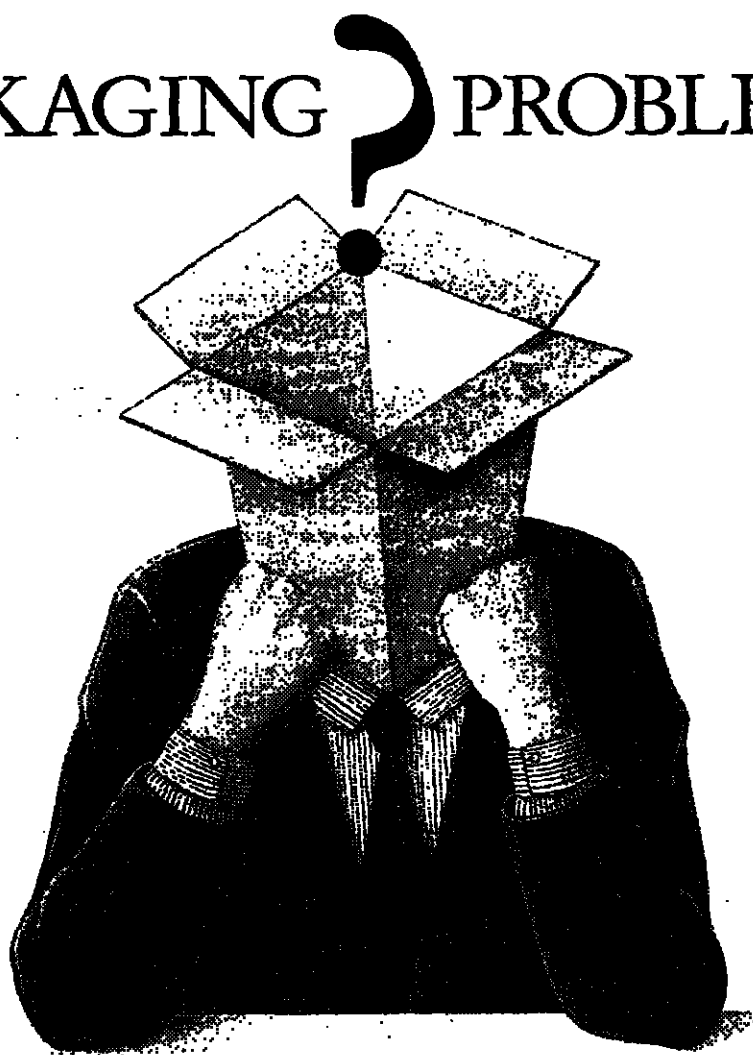
Trade balance with major partners (value in million U.S. dollars)

	Italian Export		Balance '93
	to:	%	
Germany	172	10.30%	97
U.S.A.	160	9.59%	139
France	153	9.17%	136
United Kingdom	127	7.61%	116
Spain	72	4.31%	67
Japan	65	3.89%	59
Switzerland	50	3.00%	20
Netherlands	23	1.38%	10
Austria	18	1.08%	10
Sweden	14	0.84%	2
Other countries	815	48.83%	797
Total	1669	100.00%	1449

Source: Ucima-The Italian Packaging Machinery Manufacturers' Association - Economic Studies Bureau

Visit the Italian Packaging and Process Machinery Exhibition at the China International Exhibition Centre Beijing, 14-18 March 1995

PACKAGING ? PROBLEMS



CALL ITALY FIRST

Whenever packaging becomes a problem, calling Italian industries and experts becomes a must! Italian manufacturers are indeed at the top in terms of technology, quality, efficiency and ability to offer a personalized solution. One fourth of packaging machinery in the world is Italian made because its industry stands out internationally for its ability to meet the specialized need of manufacturers all over the world. The highest technologies and the ingenuity of craftsmanship make Italian industries the ideal partners in finding the best packaging solutions. Yes, the world over!

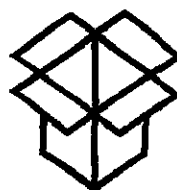
Ask for free catalogue containing all details of Italian machinery producers to the following addresses:

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The Italian Packaging Machinery Manufacturers' Association
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Corso Sempione, 4
20145 Milano
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Fax (+39/2) 3450647

ITALIAN PACKAGING POINTS

Latin American Office
Mexico City
c/o GCI Alonso y Asociados
Lancaster 17 - Col Juárez - Mexico D.F. 06600
Tel. (+525) 5251640/44 - 5111394
Fax (+525) 2088476 - 5140955

Far East Office
Hong Kong
c/o GCI Hong Kong
33 rd Floor - Manulife Tower - 169, Electric Road
North Point, Hong Kong
Tel. (+852) 5106888
Fax (+852) 5107541



UCIMA - THE ITALIAN PACKAGING MACHINERY MANUFACTURERS' ASSOCIATION

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GUERNSEY (REGULATED) ()**

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IRELAND (SIB RECOGNISED)

[illegible]**IRELAND (REGULATED)**[illegible]**ISLE OF MAN** (SR RECOGNISED)[illegible]

ISLE OF MAN (REGULATED) (44)

[illegible]

JERSEY (SIB RECOGNISED)

[illegible]

LUXEMBOURG (SIB RECOGNISED)

[illegible]**LUXEMBOURG (REGULATED)**

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INVESTMENT TRUSTS - Cont.

INVESTMENT VALUES									
Company	Assets	Liabilities	Equity	Revenue	Expenses	Profit	Dividends	Shares	Price
ABC Corp.	100.0	20.0	80.0	10.0	8.0	2.0	1.0	1000	10.00
DEF Inc.	150.0	30.0	120.0	15.0	12.0	3.0	1.5	1500	15.00
GHI Ltd.	200.0	40.0	160.0	20.0	16.0	4.0	2.0	2000	20.00
JKL Co.	250.0	50.0	200.0	25.0	20.0	5.0	2.5	2500	25.00
MNO Corp.	300.0	60.0	240.0	30.0	24.0	6.0	3.0	3000	30.00
PQR Inc.	350.0	70.0	280.0	35.0	28.0	7.0	3.5	3500	35.00
STU Ltd.	400.0	80.0	320.0	40.0	32.0	8.0	4.0	4000	40.00
VWX Co.	450.0	90.0	360.0	45.0	36.0	9.0	4.5	4500	45.00
YZA Corp.	500.0	100.0	400.0	50.0	40.0	10.0	5.0	5000	50.00
BCD Inc.	550.0	110.0	440.0	55.0	44.0	11.0	5.5	5500	55.00
EFG Ltd.	600.0	120.0	480.0	60.0	48.0	12.0	6.0	6000	60.00
HIJ Co.	650.0	130.0	520.0	65.0	52.0	13.0	6.5	6500	65.00
KLM Corp.	700.0	140.0	560.0	70.0	56.0	14.0	7.0	7000	70.00
NOP Inc.	750.0	150.0	600.0	75.0	60.0	15.0	7.5	7500	75.00
QRS Ltd.	800.0	160.0	640.0	80.0	64.0	16.0	8.0	8000	80.00
TUV Co.	850.0	170.0	680.0	85.0	68.0	17.0	8.5	8500	85.00
WXY Corp.	900.0	180.0	720.0	90.0	72.0	18.0	9.0	9000	90.00
ZAB Inc.	950.0	190.0	760.0	95.0	76.0	19.0	9.5	9500	95.00
ACD Ltd.	1000.0	200.0	800.0	100.0	80.0	20.0	10.0	10000	100.00

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AMEX COMPOSITE PRICES

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Handing B	22	465	5 $\frac{1}{4}$	05 $\frac{1}{4}$	5 $\frac{1}{2}$	+ $\frac{1}{4}$	Noble Dr	0.04	23	31685	6 $\frac{3}{4}$	5 $\frac{1}{2}$	6	+ $\frac{1}{4}$	Total

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AMERICA

Dow rallies as Mexican ADRs dive

Wall Street

US shares added to last week's gains yesterday morning in light post-holiday trading, with the Dow Jones Industrial Average up 28.59 at 3,882.02. The more broadly-based Standard & Poor's 500 rose 2.37 at 492.20, the American Stock Exchange composite fell 0.05 at 428.73 and the Nasdaq composite gained 3.64 at 745.83.

Trading volume on the NYSE was 127m shares. The much-discussed year-end rally seemed to have kicked in as investors loaded their portfolios with blue-chip stocks to close out the year.

The Dow also benefited as traders pulled out of shares with exposure to Mexico and bought industrials.

The Mexican bolsa was off sharply and peso was trading at a record low against the dollar in the wake of the Mexican government's decision last week to stop supporting its currency.

Also boosting US share prices were gains in the bond market on the heels of weak data on the sales of single-family homes. Home sales fell 2.6 per cent in November, according to the National Association of Realtors.

An early morning report that consumer confidence hit a high for the year in December may also have helped the market. The consumer confidence

index rose 102.3, up from 100.4 for November, according to the Conference Board.

FT gained 4% at 997% as the US conglomerate sells off various financial services to raise money to expand its entertainment division. The company announced yesterday that it would sell two pieces of ITT Financial to Norwest and Deutsche Bank for a total of about \$3.7bn.

Shares in major retail companies were weak amid widespread reports of lower-than-expected sales for the holiday period. Dayton Hudson dropped 3% at \$68.75, Kmart was off 1% at \$42.12, JC Penney fell 1% at \$42.75, Dillard's Department Stores lost 1% at \$26.50 and Federated Department Stores shed

4% at \$15.75. American depository shares of Mexican companies dropped as turmoil continued in that country's financial markets.

Telmex lost 7.1 per cent of its value as shares fell 3% at \$27.40. Vero lost 3% at \$11.40, Coca-Cola Femsa fell 3% at \$20.40, Grupo Triasa dropped 3% at \$17.75 and Televisa shed 3% at \$29.75.

Toronto was closed for a public holiday.

Mexico

Equities were unable to hold on to early gains as the peso fell to new lows against the US dollar. The IPC index, which at one stage had risen to 2,364, was down 0.7 per cent at 2,335 by mid-session.

Foreign investors were seen arbitraging between ADRs and local shares.

On Monday the peso lost a further 7 per cent in value against the dollar, while yesterday the currency opened down a further 22.5 centavos. In Brazil the Bovespa index was off 5.0 per cent as investors sold heavily on concerns over the Mexican currency. The Bovespa index was down 2.15% at 40,829 by 1 pm.

Foreign investors sold heavily on rumours that some banks in Argentina could be facing financial problems after the Mexican government's decision last week to let the peso float freely.

In Buenos Aires the Merval index was down 2 per cent at 447.19.

Chinese markets still down in the doldrums

Tony Walker on a year of little cheer for equities

John Crossman, senior representative in Shanghai for Jardine Fleming, did not mince his words: "This has been a brutally bad year for the markets in Shanghai."

Shanghai's B-share market for foreign investors is some 40 per cent down on its high for the year achieved in early January, and ominously it has sagged badly since rallying in September and October.

The end of 1994 brought little cheer for investors in both Shanghai's A-share market for locals and B-shares. This is a year investors would prefer to forget.

Ms Li also forecast that the A-share market would be enlivened by the lifting of a freeze on new listings. Stock market regulators in Beijing had deferred until 1995 Yn5.5bn worth of new listed stock because of concern about overloading a flagging market with new issues.

Among other factors likely to affect the market next year is the expected promulgation of a new national securities law that has gone through at least 10 drafts, and is yet to be presented to the Standing Committee of the National People's

the market. Among problems for B-share investors was an illiquid market with turnover falling to very low levels.

Richard Graham, chief representative in Shanghai of Baring Securities, believes that comments recently by Premier Li Peng suggesting that China's stock markets were "experimental" had not contributed greatly to confidence but "suggested a lack of political commitment to the development of capital markets."

Mr Li Peng's remark, he added, did not augur well for the innovative development of the markets, and the introduction of such instruments as warrants, indexed futures and other derivatives.

Investors were likely to continue to be skittish for the time being as evidenced by the lukewarm reception given to recent listings such as Huashan Cement which tumbled 13.5 per cent at issue in spite of a price seemingly a little of a premium.

Mr Graham drew three broad categories of investors in China's B-share markets at this stage: the China funds which are locked in to the market; the emerging market funds, which have a wide choice; and possibly a third who might be tempted to take a contrarian position with the B-share market having fallen so low.

Shanghai analysts, while they might differ on likely trends next year, would agree that artificial attempts by the authorities to boost the market, as happened last summer, will be treated much more warily next time.

Beijing, panicked by the market's free fall, introduced emergency measures in August, freezing new listings, indicating that the A-share market would be open to foreign investors through joint venture funds, and making funds available to securities companies for share purchases. The A-share market rose to a high for the year of 1,023.86 on September 13 before it quickly subsided to a trading range between 600-700.

Market regulators should have learned by now that there are no "quick fixes".

EUROPE

Politics is driving force for Milan, Madrid

A strong opening on Wall Street provided a cue for a positive direction among many of the continent's markets.

MILAN extended its rally, picking up 1.4 per cent, on renewed hopes of a swift end to the country's political crisis. The Comit index rose 6.58 to 837.68, approaching the 640 level which some analysts see as a resistance point, as the market began to discount the formation of a broader coalition, including the centrist Popular Party.

Ferruzzi rose 1.33 or 6.9 per cent to L1,290 with its strength attributed to window dressing by stockholding banks which have had to book losses on loans to the former parent company, Serafini, together with hopes Serafini may soon sell Fondiaria.

Oliveri gained L45 to L2,055 after the parent group said that it had agreed to sell its 53.9 per cent stake in the news and financial information group, Radiocor Telestar, to the Sole 24 Ore group.

MADRID was dragged down

to a low for the year by continuing political fears following high court investigations into the role of former leading security chiefs in the early 1980's.

The general index lost 8.26 or 2.8 per cent to 294.82 amid worries that the rumour laden atmosphere would deter foreign investors.

The market was led lower by sharp falls for Telefonica, Ptas 4.90, Argenta, Ptas 3.10 or 6.3 per cent down at Ptas 4.20 and Santander which lost Ptas 260 or 4.9 per cent to Ptas 5,060.

ZURICH was firmer in thin volume with some of the gains attributed to window-dressing ahead of the end of the year, and banks in particular said to be buying their own shares.

The SMI index gained 22.5 to 2,870.

assessing the impact of the cooperation deal with Sweden's Trygg-Hansa. The deal opens the way for Zurich to take over part of the insurance business of Trygg's 64 per cent-owned US affiliate, Home Holdings.

Holderbank bounced Sfr27 to Sfr1,080 on a reassessment of Friday's 3.7 per cent fall which followed concerns about the company's exposure in Mexico, and a downgrading from UBS.

STOCKHOLM featured a 3.8 per cent jump in Trygg-Hansa in otherwise thin holiday trade with lower debt yields and the early rally on Wall Street contributing to a firm tone. The Affarsvektor index rose 2.90 to 1,474.00.

Trygg-Hansa B shares finished SKr3 higher at SKr81 following the announcement that it had cancelled an agreement with US investors to take over its troubled Home Holdings subsidiary in favour of a new, in-principle agreement with Zurich Insurance.

Partly as a result of Trygg, the day's winning sector was

banking and insurance whose sub-index rose by 0.6 per cent. Volvo's B share rose SKr1.50 to SKr139, extending a pre-Christmas rally, amid rumours that the automotive group would sell its wholly-owned subsidiary, Branded Consumer Products, before the end of the year.

FRANKFURT moved upward, the Dex index adding 12.14 to 2,106.15 in the floor session, then rising to 2,110.77 in the lida.

Daimler rose DM3.50 to DM72.50 as its Mercedes unit said that it expected to see a return to profit in 1994. World-wide sales were expected to show an increase of about 9 per cent to some DM70bn.

Kauffhof, up DM1.50 at DM77.50, announced that it had asked the Federal Cartel office to approve the merger of its ITS travel unit with Hanover-based Touristik Union International.

PARIS did not find comfort from the gains on Wall Street, with investors instead choosing to take profits at the

start of the new account. The CAC-40 index lost 10.59 to 1,935.98 in low volume.

Among the day's movers Eurochem saw interest, losing 2.3 per cent to 692.17, and the B's of a marginal 0.05 to 61.94. Representatives of the Shanghai Stock Exchange are adopting a more sanguine view, no doubt reflecting satisfaction with the high turnover achieved this year in the bond market.

According to an official Xinhua news agency dispatch, transactions in the bond spot, futures and re-purchasing markets exceeded one trillion yuan (US\$116.2bn) for the first 11 months of the year - 15% times the figure for the previous year.

Ms Li Qian, spokeswoman for the Shanghai Stock Exchange, said that while trading in bond futures had been robust, turnover in stocks had been quiet for much of the year, but she expected 1995 to be livelier.

She added that there would be a big increase in new listings, including 11bn worth B-shares listings at a planned rate of about 10 new companies each quarter. This would boost significantly B-share market capitalisation from the current \$1.4bn. It would also more than double the numbers of B-share counters from 33.

Written and edited by John Pitt and Michael Morgan

SOUTH AFRICA

Johannesburg was mixed after drifting for most of the day in listless trade. The overall index finished 7.1 better at 5,909.5, industrials gained 5.7 at 4,931.9 and golds were 1.3 lower at 1,953.9. M-Frid lost 50 cents to R14.50 after Friday's sharp gains following reports that it would merge its operations with the Swiss Richemont group.

Turnover was moderate at R34.45bn.

A gain by TelecomAsia in the afternoon from a morning low of R395 boosted sentiment, the stock rising R1.50 at R70.

The finance sector was also strong, being the most active sector, gaining 0.6 per cent on turnover of R188.9m.

SEUL closed flat after a late spurt of institutional bargain-hunting wiped out early losses from profit-taking by speculative investors in smaller-capitalisation shares ahead of the end of the year.

The composite stock index added 0.73 to 1,025.33, of a low of 1,015.81. In spite of the index rise, lower bid gains by 550 to 530 and 178 went limit down, with worries about a liquidity squeeze continuing to cast a gloom over the market.

SINGAPORE'S Straits Times Industrials index closed higher but brokers warned that the low volume of trading had exaggerated the advance. The index picked up 7.96 to 2,227.25, off its intraday high of 2,234.58.

JAKARTA rose modestly supported by buy-backs on second-line shares.

The JSE index inched up 0.115 to 486.307. Advancing issues overshadowed declines by 43 to 23, with 37 issues unchanged and 125 shares untraded. Volume was estimated at 5.92m shares worth Rpl1.81bn.

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ASIA PACIFIC

Nikkei finishes lower after profit-taking

Tokyo

The Nikkei index, which started the week higher on arbitrage buying, encountered profit-taking selling yesterday and finished marginally lower, writes Emiko Terazono in Tokyo.

The 225-issue average, which rose 83.22 to 19,726.76 on Monday, gave up 15.39 to 19,711.36 after moving between a narrow range of 19,801.30 and 19,828.41.

Unwinding of long arbitrage positions and profit-taking countered buying by domestic institutional investors, while individual investors dabbled in speculative favourites.

Volume totalled 236m shares against 291m. Although overseas investors picked up shipbuilders and laggard stocks on Monday, most foreigners were absent from trading yesterday. Dealers dominated the day's activity on the last trading day for December settlement.

The Topix index of all first section stocks, which advanced 11.31 to 1,556.23 the previous day, sank 1.19 to 1,545.05. The index was down 0.21 to 1,545.05, lost 0.22 to 285.92 after adding 1.44 to 286.14 on Monday. Gainers led losses yesterday by 535 to 435 with 214 issues remaining unchanged, while on Monday advanced led declines by 843 to 210 with 155 unchanged issues.

Traders said that while

investor confidence was generally positive, profit-taking selling could prevent the Nikkei index from rising above the 20,000 level this year.

Sakai Oves, a synthetic textile maker, jumped Y15 to Y735. The issue was the most active stock of the day, on trading by speculators.

Individual investors also bought Keisei Electric Railway, which rose Y46 to Y290 and Suzuran, a retailer, which added Y70 to Y1,160.

Brokers, which advanced on index-linked buying Monday, lost ground. Nomura Securities fell Y30 to Y2,070 and Daiwa Securities declined Y10 to Y1,080.

Banking stocks were also lower, with Bank of Tokyo down Y20 to Y1,590 and Sumitomo Bank retreating Y20 to Y1,580.

In Osaka, the OSX average, which rose 184.22 to 21,512.06 on Monday, added another 115.24 to 21,627.32 in spite of the weakness in Tokyo. Volume totalled 66.9m shares against 70.4m.

Roundup

Many investors extended their Christmas holidays, making for quiet conditions in much of the region. Additionally, Hong Kong, Sydney, Wellington and Bombay were closed.

TAIPEI reversed early gains to end lower, but the plastics sector gained ground on bar-

gain hunting. The weighted index lost 11.20 to 9,982.91. Turnover was T\$117.6bn against T\$72.43bn during Saturday's shortened session.

Early buying was noticed in textile stocks following recent buying by domestic mutual funds, but profit-taking soon took the shine off. Fubon and Yuan Ta Duo Yuan both rose by the daily permitted 7 per cent limit to T\$15.8 and T\$17.1 respectively.

KUALA LUMPUR edged lower in thin volume with the market consolidating after its run-up last week. The composite index, which rose 42 points last week, gave up 1.33 to 897.54.

Brokers said, however, that they did not expect much activity until after the new year holidays as most fund managers had already closed their books for the year.

MBF Capital led activity with 6.3m shares traded, rising to a high of M\$2.82 on a buy recommendation by Japan's Yamaichi Securities before closing unchanged at M\$2.75.

Among the utilities stocks, which had seen a recent surge on institutional buying, Tenaga Nasional and Telekom Malaysia each fell 10 cents to M\$10.50 and M\$11.90 respectively.

BANGKOK saw late buying of communications and finance stocks push the SET index up 7.06 to the day's high of

1,399.86, after an earlier fall of more than 9 points. Turnover was moderate at B\$4.45bn.

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